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SKU: 9781260062885-TEST-BANK

M: Management, 6e **(Bateman)**
Chapter 2 The Evolution of Management

1) In the context of the origins of management, the emergence of the Hawthorne effect drove managers to strive for further growth.

Answer: FALSE
Explanation: The emergence of economies of scale—reductions in the average cost of a unit of production as the total volume produced increases—drove managers to strive for further growth.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

2) Management could NOT emerge as a formal discipline even after the Industrial Revolution ended.

Answer: FALSE
Explanation: Toward the end of the Industrial Revolution, management emerged as a formal discipline.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

3) In the context of the classical approaches to management, the systematic management approach led to widespread production efficiency.

Answer: FALSE
Explanation: Systematic management failed to lead to widespread production efficiency.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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4) Lillian Gilbreth focused on the human side of management and was interested in how job satisfaction motivated employees.

Answer: TRUE
Explanation: Known as the "mother of modern management," Lillian Gilbreth eventually focused less on the technical and more on the human side of management. She was interested in how job satisfaction motivated employees, how motion studies could be used to help disabled individuals perform jobs, and how fatigue and stress affected workers' well-being and productivity.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
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5) One of the 14 principles of management identified by Henri Fayol was the subordination of individual interest to the general interest.

Answer: TRUE
Explanation: Fayol identified 14 principles of management: division of work, authority, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration, centralization, scalar chain, order, equity, stability and tenure of personnel, initiative, and esprit de corps.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

6) If one does not anticipate change and adapt to it, one's firm will not thrive in a competitive business world.

Answer: TRUE
Explanation: The essential facts about change are these: First, change is happening more rapidly and dramatically than at any other time in history. Second, if you don't anticipate change and adapt to it, you and your firm will not thrive in a competitive business world.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Remember
AACSB: Analytical Thinking
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7) Change continually creates both new opportunities and new demands for lowering costs and

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for achieving greater innovation, quality, and speed.

Answer: TRUE
Explanation: Change continually creates both new opportunities and new demands for lowering costs and for achieving greater innovation, quality, and speed.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

8) During the Industrial Revolution in the 18th and 19th century, managers who could make minor improvements in management tactics were noteworthy. Why?
A) They brought robotics technology to mass production.
B) They subscribed to human relations theory.
C) They perfected quantitative management.
D) They developed the Hawthorne effect.
E) They produced impressive increases in production quantity and quality.

Answer: E
Explanation: During the Industrial Revolution, technologies rapidly evolved and manufacturing processes became more complex. The previous trial-and-error approach to management was no longer sufficient. Therefore, managers who could make minor improvements in management tactics produced impressive increases in production quantity and quality.
Difficulty: 3 Hard
Topic: Managerial Skills
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Analyze
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9) _____ refer(s) to reductions in the average cost of a unit of production as the total volume produced increases.
A) Smoothing
B) Buffering
C) Systematic management
D) Economies of scale
E) Quantitative management

Answer: D
Explanation: The emergence of economies of scale—reductions in the average cost of a unit of production as the total volume produced increases—drove managers to strive for further growth.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Remember
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10) Toward the end of the Industrial Revolution, in the late 19th century, several university programs offering management and business education were founded, including the Wharton School at the University of Pennsylvania. Establishment of these programs
A) required federal government funding.
B) was an acknowledgment of management as a formal discipline.
C) was expected under the administrative management approach.
D) occurred despite the inability of quantitative management to accurately model management problems.
E) reflected economies of scale.

Answer: B
Explanation: Toward the end of the Industrial Revolution, management emerged as a formal discipline. Concurrently, university programs were established to offer management and business education. By 1914, 25 business schools existed.
Difficulty: 3 Hard
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Analyze
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11) Around _____, the Greeks recognized management as a separate art and advocated a scientific approach to work.
A) 4000 BC
B) 500 BC
C) 400–350 BC
D) 1100 BC
E) 2000 BC

Answer: C
Explanation: Around 400–350 BC, the Greeks recognized management as a separate art and advocated a scientific approach to work.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

12) In the context of the origins of management, throughout history, most managers operated by a(n) _____ basis.
A) trial-and-error
B) organizational behavior
C) scientific management
D) bureaucracy
E) contingency

Answer: A
Explanation: Throughout history, most managers operated by a trial-and-error basis.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
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13) The opportunities for mass production created by the _____ spawned intense and systematic thought about management problems and issues.
A) human relations approach
B) Industrial Revolution
C) resurgence methodology
D) management and business education schools
E) sociotechnical systems theory

Answer: B
Explanation: The opportunities for mass production created by the Industrial Revolution spawned intense and systematic thought about management problems and issues—particularly efficiency, production processes, and cost savings.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Understand
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14) The evolution of management thought is divided into _____ major sections.
A) two
B) three
C) four
D) five
E) six

Answer: A
Explanation: The historical perspective of the evolution of management thought is divided into two major sections, namely, classical approaches and contemporary approaches.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
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15) Reductions in the average cost of a unit production as the total volume produced increases is
A) systematic management.
B) economies of scale.
C) Hawthorne effect.
D) human relations.
E) trial-and-error.

Answer: B
Explanation: Economies of scale refers to reductions in the average cost of a unit production as the total volume produced increases.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Remember
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16) In the development of the assembly line for the manufacture of the Model T, Ford studied and standardized the steps and equipment necessary to assemble automobiles, selecting the "the one best way" to complete tasks. In doing so, Ford used the _____ management approach.
A) systematic
B) bureaucratic
C) scientific
D) administrative
E) quantitative

Answer: C
Explanation: Ford used the scientific management approach to standardize production of the Model-T, using the assembly line and the "one best way" to complete assembly tasks.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
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17) What were the reasons that management by trial-and-error changed during the Industrial Revolution in the 18th and 19th centuries?
A) advances in technology, availability of low-skilled laborers, and growing size and complexity of businesses
B) advances in technology, availability of skilled laborers, and growing size and complexity of business
C) advances in technology, availability of skilled laborers, and declining economic trends
D) advances in technology, availability of low-skilled laborers, and economic trends favoring small businesses
E) advances in technology, availability of skilled laborers, and economic trends favoring small businesses

Answer: A
Explanation: Fueled by major advances in manufacturing and transportation technologies, and the availability of large numbers of low-skilled laborers, businesses and factories grew in size and became more complex to operate. Managers who could make minor improvements in management tactics produced impressive increases in production quantity and quality.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-01 Describe the origins of management practice and its early concepts and influences.
Bloom's: Understand
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18) _____ is a classical management approach that attempted to build into operations the specific procedures and processes that would ensure coordination of effort to achieve established goals and plans.
A) Scientific management
B) Administrative management
C) Systematic management
D) Human relations
E) Bureaucracy

Answer: C
Explanation: Systematic management is a classical management approach that attempted to build into operations the specific procedures and processes that would ensure coordination of effort to achieve established goals and plans.
Difficulty: 1 Easy
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
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19) _____ helped organizations achieve goals through systematic management.
A) Emphasis on the application of quantitative analysis to managerial decisions and problems
B) Careful definition of duties and responsibilities
C) Preservation of employees' interpersonal relationships and other human aspects of the work
D) Focus on decentralization in decision making
E) Encouragement of participation and provision of opportunities for individual challenge

Answer: B
Explanation: Systematic management emphasized economical operations, adequate staffing, maintenance of inventories to meet consumer demand, and organizational control. These goals were achieved through careful definition of duties and responsibilities, standardized techniques for performing these duties, and other techniques.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
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20) _____ introduced the scientific management approach that advocated the application of scientific methods to analyze work and to determine how to complete production tasks efficiently.
A) Frederick Taylor
B) Henry L. Gantt
C) Lillian M. Gilbreth
D) Max Weber
E) Henri Fayol

Answer: A
Explanation: Frederick Taylor introduced an approach to management known as scientific management. This approach advocated the application of scientific methods to analyze work and to determine how to complete production tasks efficiently.
Difficulty: 1 Easy
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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21) Frederick Taylor's contributions to scientific management as an approach to management were significant because Taylor
A) believed that supervisors could be motivated to provide training to underperforming workers.
B) created the Gantt chart, which helps managers plan projects by task and time to complete those tasks.
C) developed a system to lower costs and increase worker productivity by showing how employees could work smarter, not harder.
D) focused less on the technical and more on the human side of management.
E) advocated the use of the differential piecerate system.

Answer: E
Explanation: A key element of Taylor's approach was the use of the differential piecerate system.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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22) The critics of scientific management claimed that
A) organizations that need rapid decision making and flexibility may suffer with this approach.
B) managers may ignore appropriate rules and regulations.
C) managers were not trained to apply the principles of the theory.
D) it leads to too much authority being vested in too few people.
E) it did not help managers deal with broader external issues.

Answer: E
Explanation: Not everyone was convinced that scientific management was the best solution to all business problems. Although scientific management resulted in intense scrutiny of the internal efficiency of organizations, it did not help managers deal with broader external issues such as competitors and government regulations, especially at the senior management level.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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23) Bureaucracy can be defined as a classical management approach that
A) applies scientific methods to analyze and determines the "one best way" to complete production tasks.
B) attempts to understand and explain how human psychological and social processes interact with the formal aspects of the work situation to influence performance.
C) attempts to build into operations the specific procedures and processes that would ensure coordination of effort to achieve established goals and plans.
D) emphasizes the application of quantitative analysis to managerial decisions and problems.
E) emphasizes a structured, formal network of relationships among specialized positions in the organization.

Answer: E
Explanation: Bureaucracy can be defined as a classical management approach emphasizing a structured, formal network of relationships among specialized positions in the organization.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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24) If an organization ensures that a chain of command or hierarchy is well established, which characteristic of an effective bureaucracy does it exhibit?
A) qualifications
B) division of labor
C) authority
D) ownership
E) rules and controls

Answer: C
Explanation: Max Weber showed how management itself could be more efficient and consistent. The ideal model for management, according to Weber, is the bureaucracy approach. Weber advocated that the jobs themselves be standardized so that personnel changes would not disrupt the organization. One of the characteristics of an effective bureaucracy is authority, which refers to a chain of command or hierarchy that is well established.
Difficulty: 1 Easy
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
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25) One drawback of the bureaucratic approach to management is that
A) production tasks are reduced to machine-like movements that lead to boredom.
B) this approach may not help managers deal with competitors and government regulations.
C) this approach does not accommodate rapid decision making and flexibility.
D) this approach emphasizes only money as a worker incentive.
E) this approach ensures that all employees perform their best with excessive rules and regulations.

Answer: C
Explanation: Organizations or departments that need rapid decision making and flexibility may suffer under a bureaucratic approach. Some people may not perform their best with excessive bureaucratic rules and procedures.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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26) What does initiative refer to as one of Henri Fayol's 14 principles of management?
A) encouraging employees to act on their own in support of the organization's direction
B) promoting a unity of interests between employees and management
C) determining the relative importance of superior and subordinate roles
D) assigning only one supervisor to each employee
E) dividing work into specialized tasks and assigning responsibilities to specific individuals

Answer: A
Explanation: Initiative involves encouraging employees to act on their own in support of the organization's direction.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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27) A Gantt chart graphs the relationships between
A) speed and time.
B) quality and speed.
C) quality and time.
D) tasks and quality.
E) tasks and time.

Answer: E
Explanation: The Gantt chart helps employees and managers plan projects by task and time to complete those tasks.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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28) Which of Henri Fayol's 14 principles of management refers to keeping communications within the chain of command?
A) discipline
B) authority
C) unity of command
D) scalar chain
E) equity

Answer: D
Explanation: An explicit and broad framework for administrative management emerged in 1916, when Henri Fayol, a French mining engineer and executive, published a book summarizing his management experiences. Fayol identified five functions and 14 principles of management. One of these principles is the scalar chain, which refers to keeping communications within the chain of command.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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29) Henry Fayol identified five functions of management: planning, organizing, commanding, coordinating, and controlling. These are similar to the traditional four functions of management:
A) planning, organizing, leading, and controlling.
B) planning, organizing, leading, and communicating.
C) planning, organizing, listening, and communicating.
D) power, organization, leadership, and control.
E) planning, oversight, leading, and controlling.

Answer: A
Explanation: An explicit and broad framework for administrative management emerged in 1916, when Henri Fayol, a French mining engineer and executive, published a book summarizing his management experiences. Fayol identified five functions and 14 principles of management. Fayol's five functions of management—planning, organizing, commanding, coordinating, and controlling—are similar to the traditional four functions of management—planning, organizing, leading, and controlling.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
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30) The _____ approach is aimed at understanding how psychological and social processes interact with the work situation to influence performance.
A) scientific management
B) systematic management
C) administrative management
D) human relations
E) bureaucracy

Answer: D
Explanation: A fourth approach to management, human relations, developed during the 1930s. This approach aimed at understanding how psychological and social processes interact with the work situation to influence performance.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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31) _____ refers to people's reactions to being observed or studied resulting in superficial rather than meaningful changes in behavior.
A) Esprit de corps
B) The division of labor
C) The Hawthorne effect
D) Subordination of individual interest to the general interest
E) Scientific management

Answer: C
Explanation: The Hawthorne effect refers to people's reactions to being observed or studied resulting in superficial rather than meaningful changes in behavior.
Difficulty: 1 Easy
Topic: Hawthorne Studies
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
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32) The _____ approach was the first to emphasize informal work relationships and worker satisfaction, and it emerged from a scientific management study that resulted in the discovery of the Hawthorne effect.
A) human relations
B) Hawthorne studies
C) bureaucracy
D) administrative management
E) scientific management

Answer: A
Explanation: Human relations is an approach that aimed at understanding how psychological and social processes interact with the work situation to influence performance. Human relations was the first major approach to emphasize informal work relationships and worker satisfaction. In fact, human relations emerged from a research project that began as a scientific management study.
Difficulty: 2 Medium
Topic: Human Relations Movement
Learning Objective: 02-02 Summarize the five classical approaches to management.
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33) In the classical approaches to management, proponents of the _____ approach argued that managers should stress primarily employee welfare, motivation, and communication.
A) scientific management
B) systematic management
C) administrative management
D) human relations
E) bureaucracy

Answer: D
Explanation: Human relations proponents argued that managers should stress primarily employee welfare, motivation, and communication.
Difficulty: 1 Easy
Topic: Classical Decision-Making Model; Human Relations Movement
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

34) A principle of the human relations approach is that
A) scientific methods should be applied to analyze work.
B) social needs mattered more than economic needs.
C) management should cooperate with workers to ensure that jobs match plans.
D) wasteful movements can be identified and removed to increase productivity.
E) management is a profession and can be taught.

Answer: B
Explanation: Human relations proponents argued that managers should stress primarily employee welfare, motivation, and communication. They believed social needs had precedence over economic needs.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
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35) The _____ approach advocates that management must gain the cooperation of the group and promote job satisfaction and group norms consistent with the goals of the organization.
A) systematic management
B) scientific management
C) administrative management
D) bureaucracy
E) human relations

Answer: E
Explanation: Human relations proponents argued that managers should stress primarily employee welfare, motivation, and communication. They believed social needs had precedence over economic needs. Therefore, management must gain the cooperation of the group and promote job satisfaction and group norms consistent with the goals of the organization.
Difficulty: 1 Easy
Topic: Human Relations Movement
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
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36) Abraham Maslow contributed to the field of human relations by
A) emphasizing the maintenance of inventories to meet consumer demand.
B) being concerned with meeting the explosive growth in demand brought about by the Industrial Revolution.
C) suggesting that humans have five levels of needs.
D) concluding that management decisions were unsystematic.
E) advocating the application of scientific methods to analyze work.

Answer: C
Explanation: Another noted contributor to the field of human relations was Abraham Maslow. In 1943, Maslow suggested that humans have five levels of needs.

Difficulty: 2 Medium
Topic: Maslow's Hierarchy of Needs
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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37) According to Abraham Maslow, the most advanced human need is for
A) esteem.
B) love or belonging.
C) self-actualization.
D) safety.
E) homeostasis

Answer: C
Explanation: Another noted contributor to the field of human relations was Abraham Maslow. In 1943, Maslow suggested that humans have five levels of needs. The most basic needs are the physical needs for food, water, and shelter; the most advanced need is for self-actualization, or personal fulfillment.
Difficulty: 1 Easy
Topic: Maslow's Hierarchy of Needs
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

38) _____ is the most basic human need, as suggested by Abraham Maslow.
A) Physical
B) Power
C) Self-actualization
D) Love and belonging
E) Esteem

Answer: A
Explanation: Another noted contributor to the field of human relations was Abraham Maslow. In 1943, Maslow suggested that humans have five levels of needs. The most basic needs are the physical needs for food, water, and shelter; the most advanced need is for self-actualization, or personal fulfillment.
Difficulty: 1 Easy
Topic: Maslow's Hierarchy of Needs
Learning Objective: 02-02 Summarize the five classical approaches to management.
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39) _____ argued that people try to satisfy their lower-level needs and then progress upward to the higher-level needs.
A) Elton Mayo
B) William Procter
C) Frederick Taylor
D) Abraham Maslow
E) Fritz Roethlisberger

Answer: D
Explanation: In 1943, Abraham Maslow suggested that humans have five levels of needs. Maslow argued that people try to satisfy their lower-level needs and then progress upward to the higher-level needs.
Difficulty: 1 Easy
Topic: Maslow's Hierarchy of Needs
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

40) According to the five levels of needs suggested by Abraham Maslow, _____ is the most advanced need of those listed.
A) friendship
B) personal fulfillment
C) shelter
D) food
E) rest

Answer: B
Explanation: In 1943, Abraham Maslow suggested that humans have five levels of needs. The most basic needs are the physical needs for food, water, and shelter; the most advanced need is for self-actualization, or personal fulfillment.
Difficulty: 2 Medium
Topic: Maslow's Hierarchy of Needs
Learning Objective: 02-02 Summarize the five classical approaches to management.
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41) A criticism of the human relations approach to management is that
A) too much authority may be vested in too few people.
B) rules need to be followed in a routine and biased manner.
C) the important characteristics of the formal organization are ignored.
D) procedures may become the ends rather than the means.
E) production tasks are reduced to a set of routine procedures that lead to quality control problems.

Answer: C
Explanation: Human relations ignored the more rational side of the worker and the important characteristics of the formal organization.
Difficulty: 2 Medium
Topic: Human Relations Movement
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

42) The _____ approach to management was criticized for being too simplistic, believing that a happy worker was a productive worker.
A) scientific management
B) systematic management
C) bureaucratic
D) human relations
E) administrative management

Answer: D
Explanation: Critics believed that one result of human relations—a belief that a happy worker was a productive worker—was too simplistic.

Difficulty: 2 Medium
Topic: Human Relations Movement
Learning Objective: 02-02 Summarize the five classical approaches to management.
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43) The aim of the human relations approach to management was
A) emphasizing economical operations, adequate staffing, maintenance of inventories to meet consumer demand, and organizational control.
B) applying scientific methods to analyze work and to determine how to complete production tasks efficiently.
C) eliminating the variability that results when managers in the same organization have different skills, experiences, and goals.
D) emphasizing the perspective of senior managers within the organization.
E) understanding how psychological and social processes interact with the work situation to influence performance.

Answer: E
Explanation: Human relations was a significant step in the development of management thought because it prompted managers and researchers to consider the psychological and social factors that influence performance.
Difficulty: 2 Medium
Topic: Human Relations Movement
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

44) Taylor introduced the scientific management approach because he
A) believed that specific procedures and processes should be built into operations to ensure coordination of effort.
B) concluded that management decisions were unsystematic and that no research existed to determine the best means of production.
C) emphasized economical operations, adequate staffing, maintenance of inventories to meet consumer demand, and organizational control.
D) believed that bureaucratic structures can eliminate the variability that results when managers in the same organization have different skills, experiences, and goals.
E) advocated that the jobs themselves be standardized so that personnel changes would not disrupt the organization.

Answer: B
Explanation: Taylor discovered that production and pay were poor, inefficiency and waste were prevalent, and most companies had tremendous unused potential. He concluded that management decisions were unsystematic and that no research existed to determine the best means of production. In response, Taylor introduced a second approach to management, known as scientific management.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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45) Systematic management
A) advocated the application of scientific methods to analyze work and to determine how to complete production tasks efficiently.
B) emphasized adequate staffing, maintenance of inventories to meet consumer demand, and organizational control.
C) stressed the importance of hiring and training a proper worker to do a particular job.
D) assumed workers were motivated by receiving money.
E) implemented a pay system in which workers were paid additional wages when they exceeded a standard level of output for each job.

Answer: B
Explanation: Systematic management emphasized economical operations, adequate staffing, maintenance of inventories to meet consumer demand, and organizational control.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

46) In the context of the classical approaches to management, _____ did not address all the issues faced by 19th-century managers, but it tried to raise managers' awareness about the most pressing concerns of their job.
A) human relations
B) administrative management
C) scientific management
D) bureaucracy
E) systematic management

Answer: E
Explanation: Systematic management did not address all the issues 19th-century managers faced, but it tried to raise managers' awareness about the most pressing concerns of their job.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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47) An important contribution of Frederick Taylor was his
A) suggestion that managers who encourage participation and allow opportunities for individual challenge and initiative would achieve superior performance.
B) development of a system to lower costs and increase worker productivity by showing how employees could work smarter, not harder.
C) conclusion that management decisions were unsystematic and that no research to determine the best means of production existed.
D) creation of a notion that managers desire flexibility and gave the differences between motivating groups and individuals.
E) suggestion that frontline supervisors should receive a bonus for each of their workers who completed their assigned daily tasks.

Answer: C
Explanation: Systematic management failed to lead to widespread production efficiency. This shortcoming became apparent to a young engineer named Frederick Taylor, who was hired by Midvale Steel Company in 1878. Taylor discovered that production and pay were poor, inefficiency and waste were prevalent, and most companies had tremendous unused potential. He concluded that management decisions were unsystematic and that no research existed to determine the best means of production.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

48) Lillian Gilbreth studied how job satisfaction motivated employees, how motion studies could be used to help disabled individuals perform jobs, and how fatigue and stress affected workers' well-being and productivity. Why did she focus her attention in these areas?
A) She was more interested in the human side of management.
B) She disavowed the usefulness of scientific management principles.
C) She did not believe that bureaucratic positions can foster specialized skills.
D) She realized how the piece-rate system affected productivity.
E) She understood how mass production was encouraged by the Industrial Revolution.

Answer: A
Explanation: Lillian Gilbreth focused less on the technical and more on the human side of management. She was interested in how job satisfaction motivated employees, how motion studies could be used to help disabled individuals perform jobs, and how fatigue and stress affected workers' well-being and productivity.
Difficulty: 3 Hard
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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49) A criticism of the bureaucratic approach to management is that
A) once established, it is very difficult to dismantle such an organizational structure.
B) the concept that a happy worker is a productive worker is too simplistic.
C) the economic aspects of the workplace are overemphasized.
D) job-related factors were ignored by emphasizing only money.
E) production tasks were reduced to routine procedures which led to boredom.

Answer: A
Explanation: One advantage of a bureaucracy—its permanence—can also be a problem. Once a bureaucracy is established, dismantling it is very difficult.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

50) John, a floor manager in an automotive parts manufacturing plant, noted that production declined by 20 percent during a 6-month period. In an effort to understand why, John moved his office to the manufacturing floor and began periodic floor "walks" over a 3-month observation period. No changes were made to personnel or to production methods during this time. After the observation period, John re-examined production figures and noted that they were at an all-time high. The sharp upturn in production was most likely due to the
A) John Henry effect.
B) Pygmalion phenomenon.
C) observer-expectancy theory.
D) Hawthorne effect.
E) systems theory.

Answer: D
Explanation: The Hawthorne effect refers to people's reactions to being observed or studied resulting in superficial rather than meaningful changes in behavior.
Difficulty: 2 Medium
Topic: Hawthorne Studies
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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51) In the context of Henri Fayol's 14 principles of management, _____ refers to making expectations clear and punishing violations.
A) order
B) authority
C) scalar chain
D) subordination of individual interest to the general interest
E) discipline

Answer: E
Explanation: In the context of Henri Fayol's 14 principles of management, discipline refers to making expectations clear and punishing violations.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

52) _____ management emphasized internal operations because managers were concerned primarily with meeting the explosive growth in demand brought about by the Industrial Revolution.
A) Scientific
B) Systematic
C) Administrative
D) Bureaucratic
E) Quantitative

Answer: B
Explanation: Systematic management emphasized internal operations because managers were concerned primarily with meeting the explosive growth in demand brought about by the Industrial Revolution.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
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53) _____ introduced the scientific management approach in response to the failure of systematic management to bring about widespread production efficiency.
A) Adam Smith
B) Frederick Taylor
C) Max Weber
D) Henri Fayol
E) Abraham Maslow

Answer: B
Explanation: Systematic management failed to lead to widespread production efficiency. This shortcoming became apparent to a young engineer named Frederick Taylor, who was hired by Midvale Steel Company in 1878. In response, Taylor introduced a second approach to management, known as scientific management.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

54) Why was Frederick Taylor's principle of the piecerate system beneficial to workers and managers?
A) The piece-rate system increased the number of motions necessary to accomplish tasks.
B) The piece-rate system incentivized workers to accomplish more, as well as earn more money for themselves.
C) The piece-rate system exemplified the Hawthorne effect.
D) The piece-rate system highlighted the contingency perspective.
E) The piece-rate system paid workers equally, despite differences in productivity.

Answer: B
Explanation: Taylor advocated the piece-rate system, since he assumed that workers were motivated by receiving money. Therefore, he implemented a pay system in which workers were paid additional wages when they exceeded a standard level of output for each job. This work-smarter-not-harder approach benefited both workers and managers.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
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55) According to Max Weber, bureaucratic positions foster specialized skills, eliminating
A) the need for skilled workers.
B) many subjective judgments by managers.
C) authority that resides in positions.
D) the need for rules and controls.
E) the need for organization.

Answer: B
Explanation: According to Max Weber, bureaucracies are especially important because they allow large organizations to perform the many routine activities necessary for their survival. Also, bureaucratic positions foster specialized skills, eliminating many subjective judgments by managers.
Difficulty: 3 Hard
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Analyze
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

56) Abraham Maslow argued that people try to satisfy their
A) lower-level needs and then progress upward to the higher-level needs.
B) higher-level needs and then progress downward to the lower-level needs.
C) mid-level needs first, then decide to progress upward or downward.
D) mid-level needs and then progress upward to the high-level needs.
E) mid-level needs and then progress downward to the lower-level needs.

Answer: A
Explanation: In 1943, Abraham Maslow suggested that humans have five levels of needs. Maslow argued that people try to satisfy their lower-level needs and then progress upward to the higher-level needs.
Difficulty: 2 Medium
Topic: Maslow's Hierarchy of Needs
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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57) _____ approach to management ignored the more rational side of the worker and the important characteristics of the formal organization.
A) Scientific
B) Systematic
C) Human relations
D) Sociotechnical
E) Bureaucratic

Answer: C
Explanation: While scientific management overemphasized the economic and formal aspects of the workplace, human relations ignored the more rational side of the worker and the important characteristics of the formal organization.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
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58) Why did Henry Gantt suggest that frontline supervisors should receive a bonus for each of their workers who completed their assigned daily tasks?
A) Stronger employees would be motivated to do some of the work of the weaker employees.
B) More productive employees would prefer a flat daily wage rather than a piecerate system.
C) Supervisors would be motivated to provide extra attention and training to weaker employees.
D) Top-level managers would be motivated to do the work of the supervisors.
E) Supervisors would focus on meeting the human needs of their employees rather than their productivity.

Answer: C
Explanation: Henry Gantt suggested that frontline supervisors should receive a bonus for each of their workers who completed their assigned daily tasks. He believed that this would motivate supervisors to provide extra attention and training to those workers who were struggling with meeting their output goals.
Difficulty: 3 Hard
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Analyze
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59) Taylor's theory is criticized because it
A) ignored job-related social and psychological factors by emphasizing only money as a worker incentive.
B) was vested in too many people.
C) was too simplistic to be applicable to the real world.
D) treated the principles as universal truths for management.
E) promoted a unity of interest between employees and management.

Answer: A
Explanation: Not everyone was convinced that scientific management was the best solution to all business problems. Critics claimed that Taylor ignored many job-related social and psychological factors by emphasizing only money as a worker incentive.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

60) According to Henri Fayol's principles of management, _____ refers to promoting a unity of interest between employees and management.
A) remuneration
B) discipline
C) esprit de corps
D) centralization
E) scalar chain

Answer: C
Explanation: According to Henri Fayol's principles of management, esprit de corps refers to promoting a unity of interest between employees and management.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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61) According to Henri Fayol's principles of management, _____ refers to systematically rewarding efforts that support the organization's direction.
A) remuneration
B) centralization
C) scalar chain
D) equity
E) esprit de corps

Answer: A
Explanation: Renumeration refers to the systematically reward efforts that support an organization's direction.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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62) The sociotechnical systems theory
A) emphasizes the perspective of senior managers within the organization and argues that management is a profession and can be taught.
B) suggests that organizations are effective when their employees have the right tools, training, and knowledge to make products and services that are valued by customers.
C) believes that bureaucratic structures can eliminate the variability that results when managers in the same organization have different skills, experiences, and goals.
D) advocates the application of scientific methods to analyze work and to determine how to complete production tasks efficiently.
E) attempts to build specific procedures and processes into operations to ensure coordination of effort.

Answer: B
Explanation: Drawing on several classical approaches, sociotechnical systems theory suggests that organizations are effective when their employees (the social system) have the right tools, training, and knowledge (the technical system) to make products and services that are valued by customers.
Difficulty: 2 Medium
Topic: Classical Decision-Making Model
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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63) _____ is a contemporary approach to management.
A) Scientific management
B) Human relations
C) Administrative management
D) Systematic management
E) Quantitative management

Answer: E
Explanation: The contemporary approaches to management include sociotechnical systems theory, quantitative management, organizational behavior, and systems theory.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

64) The _____ approach to management owes much to other major schools of thought, for example, the Gilbreths and Barnard and Follett.
A) administrative management
B) systematic management
C) scientific management
D) human relations
E) bureaucracy

Answer: D
Explanation: The human relations approach owes much to other major schools of thought. For example, many of the ideas of the Gilbreths (scientific management) and Barnard and Follett (administrative management) influenced the development of human relations from 1930 to 1955. In fact, human relations emerged from a research project that began as a scientific management study.
Difficulty: 2 Medium
Topic: Human Relations Movement
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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65) The classical approaches as a whole were criticized because
A) they overemphasized the relationship between an organization and its external environment.
B) they assumed employees wanted to work and could direct and control themselves.
C) most managers were not trained in using the classical approaches.
D) they usually stressed one aspect of an organization or its employees at the expense of other considerations.
E) many aspects of a management decision could not be expressed through mathematical symbols and formulas.

Answer: D
Explanation: The classical approaches as a whole were criticized because they (1) ignored the relationship between the organization and its external environment and (2) usually stressed one aspect of the organization or its employees at the expense of other considerations.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

66) The systems theory
A) emphasizes that an organization is one system in a series of subsystems.
B) implements a piecerate system in which workers are paid additional wages when they exceed a standard level of output for each job.
C) enforces a system that suggests that frontline supervisors should receive a bonus for each of their workers who completed their assigned daily tasks.
D) develops a system to lower costs and increase worker productivity by showing how employees could work smarter, not harder.
E) suggests that organizations are effective when they have the social system and the technical system to make products and services that are valued by customers.

Answer: A
Explanation: Systems theory emphasizes that an organization is one system in a series of subsystems. Systems theory points out that each subsystem is a component of the whole and is interdependent with other subsystems.
Difficulty: 2 Medium
Topic: Systems Theory
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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67) _____ are inputs used by organizations.
A) Raw materials
B) Trademarks
C) Esprit de corps
D) Contingencies
E) Incentives

Answer: A
Explanation: Organizations are open systems, dependent on inputs from the outside world, such as raw materials, human resources, and capital.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Remember
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68)
Research on _____ promoted the use of teamwork and semiautonomous work groups as important factors for creating efficient production systems.
A) organizational behavior
B) bureaucracy
C) sociotechnical systems theory
D) human relations
E) administrative management

Answer: C
Explanation: While research on sociotechnical systems theory was a precursor to the total quality management (TQM) movement, it also promoted the use of teamwork and semiautonomous work groups as important factors for creating efficient production systems.
Difficulty: 1 Easy
Topic: Total Quality Management (TQM)
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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69) Which is the correct statement about the sociotechnical systems theory?
A) Most organizations did not adopt the sociotechnical systems theory for management problems until the year 2000.
B) It was the first major approach to emphasize informal work relationships and worker satisfaction.
C) It was developed in the early 1950s by researchers from the London-based Tavistock Institute of Human Relations.
D) It emphasized the perspective of senior managers within an organization.
E) It emphasized a structured, formal network of relationships among specialized positions in an organization.

Answer: C
Explanation: Sociotechnical systems theory was developed in the early 1950s by researchers from the London-based Tavistock Institute of Human Relations.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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Accessibility: Keyboard Navigation

70) In the context of contemporary approaches to management, managers may use _____ to compare alternatives and eliminate weaker options.
A) quantitative management
B) organizational behavior
C) the sociotechnical systems theory
D) the contingency perspective
E) administrative management

Answer: A
Explanation: Despite the promise quantitative management holds, managers do not rely on these methods as the primary approach to decision making. Typically, they use these techniques as a supplement or tool in the decision process. Many managers will use results that are consistent with their experience, intuition, and judgment, but they often reject results that contradict their beliefs. Also, managers may use the process to compare alternatives and eliminate weaker options.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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71) The use of quantitative management is limited because
A) it is difficult to discontinue the use of this process once it has been established.
B) many of the decisions managers face are nonroutine and unpredictable.
C) managers are oriented more toward things than toward people.
D) it holds that all aspects of a management decision should mandatorily be expressed through mathematical symbols and formulas.
E) it believes that economic needs have precedence over social needs.

Answer: B
Explanation: Several explanations account for the limited use of quantitative management. Many managers have not been trained in using these techniques. Also, many aspects of a management decision cannot be expressed through mathematical symbols and formulas. Finally, many of the decisions managers face are nonroutine and unpredictable.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
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72) The _____ approach to management has been used in a limited manner because many aspects of a management decision cannot be expressed through mathematical symbols and formulas.
A) organizational behavior
B) systematic management
C) quantitative management
D) human relations
E) administrative management

Answer: C
Explanation: Several explanations account for the limited use of quantitative management. Many managers have not been trained in using these techniques. Also, many aspects of a management decision cannot be expressed through mathematical symbols and formulas. Finally, many of the decisions managers face are nonroutine and unpredictable.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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73) _____ is a contemporary management approach that studies and identifies management activities that promote employee effectiveness by examining the complex and dynamic nature of individual, group, and organizational processes.
A) Quantitative management
B) Organizational behavior
C) Systems theory
D) Contingency perspective
E) Sociotechnical systems theory

Answer: B
Explanation: Organizational behavior is a contemporary management approach that studies and identifies management activities that promote employee effectiveness by examining the complex and dynamic nature of individual, group, and organizational processes.
Difficulty: 1 Easy
Topic: Organizational Culture; Contemporary Approaches
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

74) A manager who follows _____ assumes workers are lazy and irresponsible and require constant supervision and external motivation to achieve organizational goals.
A) Theory X
B) sociotechnical systems approach
C) bureaucracy approach
D) human relations approach
E) Theory Y

Answer: A
Explanation: According to McGregor, Theory X managers assume workers are lazy and irresponsible and require constant supervision and external motivation to achieve organizational goals.
Difficulty: 2 Medium
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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75) When a manager treats employees as lazy, unmotivated, and in need of tight supervision, the employees eventually meet the manager's expectations by acting that way. According to Douglas McGregor, this is known as a(n)
A) contingency.
B) open system.
C) physiological need.
D) self-fulfilling prophecy.
E) bureaucratic approach.

Answer: D
Explanation: An important implication for managers who subscribe to Theory X is known as a self-fulfilling prophecy. This occurs when a manager treats employees as lazy, unmotivated, and in need of tight supervision; then the employees eventually fulfill the manager's expectations by acting that way. This cycle can have several negative implications for managers, employees, and organizations.
Difficulty: 2 Medium
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

76)
McGregor advocated a _____, suggesting that managers who encourage participation and allow opportunities for individual challenge and initiative would achieve superior performance.
A) Theory X perspective
B) Theory Y perspective
C) bureaucratic approach
D) human relations approach
E) contingency perspective

Answer: B
Explanation: McGregor advocated a Theory Y perspective, suggesting that managers who encourage participation and allow opportunities for individual challenge and initiative would achieve superior performance.
Difficulty: 1 Easy
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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77) A feature of organizational behavior is that
A) the more recent contributions made by organizational behavior have a narrower viewpoint.
B) unlike other approaches, it has always been appreciated for its broad perspective.
C) it does not address factors like employee involvement and self-management.
D) through the years, organizational behavior has consistently emphasized development of an organizations' human resources to achieve organizational rather than individual goals.
E) in the past few years, many of the primary issues addressed by organizational behavior have experienced a rebirth with a greater interest in leadership.

Answer: E
Explanation: Through the years, organizational behavior has consistently emphasized development of the organization's human resources to achieve individual and organizational goals. Like other approaches, it has been criticized for its limited perspective, although more recent contributions have a broader and more situational viewpoint. In the past few years, many of the primary issues addressed by organizational behavior have experienced a rebirth with a greater interest in leadership, employee engagement , and self-management.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

78) Organizational behavior
A) does not address factors like self-management.
B) has always been appreciated for its broad perspective, unlike other approaches.
C) relies upon mathematical models to solve management problems.
D) emphasizes development of an organization's human resources to achieve individual goals.
E) has had its primary focus shift away from leadership and employee involvement in the past few years.

Answer: D
Explanation: Through the years, organizational behavior has consistently emphasized development of the organization's human resources to achieve individual and organizational goals. Like other approaches, it has been criticized for its limited perspective, although more recent contributions have a broader and more situational viewpoint. In the past few years, many of the primary issues addressed by organizational behavior have experienced a rebirth with a greater interest in leadership, employee engagement, and self-management.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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79) The classical approaches to management, as a whole, are criticized because
A) the relationship between an organization and its external environment is ignored.
B) most managers are not trained to use these techniques.
C) many aspects of a management decision cannot be expressed through mathematical symbols and formulas.
D) many of the decisions managers face are nonroutine and unpredictable.
E) there is only "one best way" to manage and organize because circumstances vary.

Answer: A
Explanation: The classical approaches as a whole were criticized because they (1) ignored the relationship between the organization and its external environment and (2) usually stressed one aspect of the organization or its employees at the expense of other considerations.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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80) Organizations are open systems, and they are dependent on _____ from the outside world, such as raw materials, human resources, and capital.
A) contingencies
B) inputs
C) intangibles
D) control systems
E) outputs

Answer: B
Explanation: Organizations are open systems, dependent on inputs from the outside world, such as raw materials, human resources, and capital.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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81) The contingency perspective refutes universal principles of management by stating that a variety of factors, both internal and external to the firm, may affect an organization's performance. Thus, according to this management approach,
A) there is no "one best way" to manage and organize because circumstances vary.
B) a Gantt chart is not an appropriate tool for planning.
C) planning cannot be one of the four functions of management.
D) external factors, internal strengths and weaknesses, and skills of managers and workers should not be considered in planning, organizing, leading, or controlling.
E) bureaucratic rules and controls are of major importance.

Answer: A
Explanation: Building on systems theory ideas, the contingency perspective refutes universal principles of management by stating that a variety of factors, both internal and external to the firm, may affect an organization's performance. Thus, the following situational characteristics determine a manager's actions: circumstances in the organization's external environment; the internal strengths and weaknesses of the organization; the values, goals, skills, and attitudes of managers and workers in the organization; and the types of tasks, resources, and technologies the organization uses.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

82) _____, in the context of the systems theory, are situational characteristics.
A) Systems
B) Additions
C) Experiments
D) Inventories
E) Contingencies

Answer: E
Explanation: Understanding contingencies helps a manager know which sets of circumstances dictate which management actions.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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83) In the systems theory, understanding _____ helps a manager know which sets of circumstances dictate which management actions.
A) inputs
B) physical needs
C) economies
D) contingencies
E) outputs

Answer: D
Explanation: Contingencies are factors that determine the appropriateness of managerial actions. Understanding contingencies helps a manager know which sets of circumstances dictate which management actions.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Remember
AACSB: Knowledge Application
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84) The values, goals, skills, and attitudes of managers and workers in an organization are examples of
A) inventories.
B) outputs.
C) esprit de corps.
D) tasks.
E) contingencies.

Answer: E
Explanation: Situational characteristics are called contingencies. The contingencies include: (1) circumstances in an organization's external environment; (2) the internal strengths and weaknesses of the organization; (3) the values, goals, skills, and attitudes of managers and workers in the organization; (4) the types of tasks, resources, and technologies the organization uses.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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85) Managers will use the methods of quantitative management as _____ in the decision process.
A) absolute truth
B) a supplement
C) definitive
D) the only valid approach
E) worst case

Answer: B
Explanation: Despite the promise quantitative management holds, managers do not rely on these methods as the primary approach to decision making. Typically, they use these techniques as a supplement or tool in the decision process.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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86) Several explanations account for the limited use of quantitative management. Many aspects of a management decision _____ expressed through mathematical symbols and formulas.
A) can be
B) cannot be
C) must be
D) should be
E) want to be

Answer: B
Explanation: Several explanations account for the limited use of quantitative management. Many aspects of a management decision cannot be expressed through mathematical symbols and formulas.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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87) Managers who subscribe to McGregor's Theory X must watch for the important implication of
A) contingency perspective.
B) self-fulfilling prophecy.
C) superior performance.
D) individual challenges.
E) human relations approach.

Answer: B
Explanation: During the 1960s, organizational behaviorists heavily influenced the field of management. Douglas McGregor's Theory X and Theory Y marked the transition from human relations. An important implication for managers who subscribe to Theory X is known as a self-fulfilling prophecy.
Difficulty: 2 Medium
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

88) According to the contingency perspective, there is(are) _____ best way(s) to manage and organize.
A) only one
B) no one
C) many
D) two
E) a few

Answer: B
Explanation: Building on systems theory ideas, the contingency perspective refutes universal principles of management by stating that a variety of factors, both internal and external to the firm, may affect an organization's performance. Therefore, there is no "one best way" to manage and organize because circumstances vary.
Difficulty: 2 Medium
Topic: Systems Theory
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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89) Understanding _____ helps a manager know which sets of circumstances dictate which management actions.
A) contingencies
B) self-fulfilling prophecies
C) employees
D) management styles
E) control systems

Answer: A
Explanation: Situational characteristics are called contingencies. Understanding contingencies helps a manager know which sets of circumstances dictate which management actions.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

90) One of the major contributions of Peter Drucker was the
A) discovery that great companies are managed by "level-5 leaders" who often display humility while simultaneously inspiring those in the organization to apply self-discipline.
B) focus on the areas of organizational and change.
C) ability to urge U.S. firms to fight their competition by refocusing their business strategies on several drivers of success like people and customers.
D) focus on the "strategic and organizational challenges confronting managers in multinational corporations."
E) need for organizations to set clear objectives and establish the means of evaluating progress toward those objectives.

Answer: E
Explanation: Peter Drucker was a respected management guru who, through his writings and consulting, made several lasting contributions to the practice of management. One of his major contributions was the need for organizations to set clear objectives and establish the means of evaluating progress toward those objectives.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
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91) Management knowledge and practices continue to evolve because
A) time passes, and change occurs.
B) business has become less global.
C) demands for achieving greater innovation and lower cost are decreasing.
D) global competition is lessening.
E) change should not be anticipated nor implemented.

Answer: A
Explanation: Classic and contemporary management perspectives have left legacies, even as current management knowledge and practices continue to evolve. Evolution in management occurs because time passes and things change.
Difficulty: 3 Hard
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Analyze
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

92) Identify the correct statement about the contribution made by Jack Welch toward management thought and practices.
A) He is known for being the first person to discuss "management by objective" (MBO), by which a manager should be self-driven to accomplish key goals that link to organizational success.
B) He established the need for organizations to set clear objectives and establish the means of evaluating progress toward those objectives.
C) He contends that bureaucratic structures can eliminate the variability that results when managers in the same organization have different skills, experiences, and goals.
D) He advocated the application of scientific methods to analyze work and to determine how to complete production tasks efficiently.
E) He is widely viewed as having mastered "all of the critical aspects of leadership: people, process, strategy and structure."

Answer: E
Explanation: Ex-CEO Jack Welch transformed General Electric from a $13 billion company into a $500 billion company over a 20-year period. Though sometimes criticized for his controversial practices (e.g., selling off underperforming divisions and forced rankings of employees by performance), he is widely viewed as having mastered "all of the critical aspects of leadership: people, process, strategy and structure."
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
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93) Christopher A. Bartlett of Harvard University, with coauthor Sumatra Ghoshal, wrote the influential *Managing Across Borders: The Transnational Solution* (1998), named by the *Financial Times* as one of the 50 most influential business books of the 20th century. Bartlett's research is primarily known for its focus on
A) how a leader's success hinges on balancing between personal and professional effectiveness.
B) "management by objective" (MBO), by which a manager should be self-driven to accomplish key goals that link to organizational success.
C) the human side of management, including job satisfaction.
D) the strategic and organizational challenges confronting managers in multinational corporations.
E) standardization of jobs so that personnel changes would not disrupt the organization.

Answer: A
Explanation: Christopher A. Bartlett of Harvard University has focused on the "strategic and organizational challenges confronting managers in multinational corporations." With coauthor Sumatra Ghoshal, he wrote the influential *Managing Across Borders: The Transnational Solution* (1998), named by the *Financial Times* as one of the 50 most influential business books of the 20th century.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
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94) In the context of managerial approaches
A) the best managers today embrace change by moving from contemporary managerial approaches to classic managerial approaches.
B) if one does not anticipate change and adapt to it, one's firm will not thrive in a competitive business environment.
C) management knowledge and practices remain constant in the face of change.
D) change prevents businesses from achieving greater quality and speed.
E) change is happening at a slower rate than at any other time in history.

Answer: B
Explanation: The essential facts about change are these: First, change is happening more rapidly and dramatically than at any other time in history. Second, if one does not anticipate change and adapt to it, his or her firm will not thrive in a competitive business world.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
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95) In her book, *Lean In: Women, Work and the Will to Lead*, Sheryl Sandberg discusses the challenges women (including mothers) face in a workplace in which
A) sexism and pay inequities remain.
B) women should be more reactive, and less proactive, in addressing challenges.
C) women should take fewer risks.
D) women should pursue less ambitious goals.
E) women should defer to men during negotiations.

Answer: A
Explanation: Sheryl Sandberg's book, *Lean In: Women, Work and the Will to Lead*, discusses the challenges women (including mothers) face in a workplace in which sexism and pay inequities remain. She encourages women to be more proactive in seeking challenges at work, taking risks, and pursuing difficult goals. Sandberg provides practical advice to women and tips regarding negotiation techniques and satisfying careers.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
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96) Peter Drucker was the first person to discuss _____, by which a manager should be self-driven to accomplish key goals that link to organizational success.
A) level-5 leaders
B) competitive strategy
C) management by objective
D) management educator
E) the Hawthorne effect

Answer: C
Explanation: Peter Drucker was a respected management guru who, through his writings and consulting, made several lasting contributions to the practice of management. He was the first person to discuss "management by objective" (MBO), by which a manager should be self-driven to accomplish key goals that link to organizational success (as opposed to being controlled by a supervisor).
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
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97) Peter Drucker championed several ideas that continue to be influential to this day, including decentralization, employees as _____, corporation as a human community, and the importance of _____ workers in the new information economy.
A) necessary evils; knowledge
B) assets; knowledge
C) assets; unskilled
D) liabilities; knowledge
E) necessary evils; unskilled

Answer: B
Explanation: Peter Drucker championed several ideas that continue to be influential to this day, including decentralization, employees as assets, corporation as a human community, and the importance of knowledge workers in the new information economy.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
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98) Peter Senge of MIT Sloan School of Management has made several significant contributions to the areas of organizational
A) learning and change.
B) stability and predictability.
C) profitability and quality.
D) philanthropy and ethics.
E) bureaucracy and controls.

Answer: A
Explanation: Peter Senge of MIT Sloan School of Management has made several significant contributions to the areas of organizational learning and change. He founded the "Society of Organizational Learning."
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
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99) "Simon, I'd like you to first report your coworker's misbehavior to your immediate supervisor, not me, your division manager. I trust that the two of you can resolve the matter," said Bob Taylor. "If not, your supervisor will raise the matter with me. We follow what is called a bureaucracy approach to management, and we use the chain of command because
A) decision making in a bureaucracy is always the most rapid."
B) the supervisor does not need to be involved in solving problems in his/her work unit."
C) flexibility is always important."
D) efficiency and success are realized by following the rules in a routine and unbiased manner."
E) a bureaucracy is always the most appropriate model for an organization."

Answer: D
Explanation: A characteristic of an effective bureaucracy is authority. A chain of command or hierarchy is well established. Efficiency and success are realized by following the rules in a routine and unbiased manner. Following the chain of command maintains managers' accountability in solving problems within their work unit. A bureaucracy is not always the most appropriate model for an organization, especially where rapid decision making and flexibility are important.
Difficulty: 3 Hard
Topic: Classical Approaches
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Analyze
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100) "Dave, I know that you are trained to work as a chemist and not to solve scheduling problems. But as lab manager, you are a frontline supervisor. You cannot immediately tell your staff to take their problems to higher management," said Quint. "You must first work with your staff to solve the problems. If you are unable to do so, you can consult with higher management. In our bureaucratic firm, we follow the chain of command so that
A) flexibility and speed are always achieved in decision making."
B) mathematical models are used for problem solving."
C) employees have freedom to seek out their preferred managers to solve their problems."
D) supervisors gain experience in and are accountable for solving problems in their work units."
E) jobs can be redesigned to optimize operation of a new technology."

Answer: D
Explanation: A characteristic of an effective bureaucracy is authority. A chain of command or hierarchy is well established. Efficiency and success are realized by following the rules in a routine and unbiased manner. Following the chain of command maintains managers' accountability in solving problems within their work unit. A bureaucracy is not always the most appropriate model for an organization, especially where rapid decision making and flexibility are important.
Difficulty: 3 Hard
Topic: Classical Approaches
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

101) Delilah Watson, Chief Operating Officer of Glenmore Products, told her human resources manager, "Obviously, the individual managers in our organization have different skills. But, following our implementation of a(n) _____ approach, our management has been much more successful, consistent, and efficient in decision making—including for issues that are nonroutine and unpredictable. Much of the variability has been successfully eliminated."
A) bureaucratic
B) administrative
C) human relations
D) quantitative management
E) flexible

Answer: A
Explanation: The bureaucratic approach is designed to eliminate, or at least minimize, the variability that results when managers in the same organization have different skills.
Difficulty: 2 Medium
Topic: Classical Approaches
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
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102) Susan, a manager in a company, had to complete an important project that had a "near

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impossible" deadline. Instead of assuming that offering financial incentives would be the best way to get the work done, she found that some of her team members craved recognition, whereas others wanted more influence in the organization. With this information, she was able to offer the right incentive to each person. As a result, her team was able to meet the deadline. Susan was using
A) the Hawthorne effect.
B) the contingency perspective.
C) centralization.
D) bureaucracy.
E) economies of scale.

Answer: B
Explanation: Building on systems theory ideas, the contingency perspective refutes universal principles of management by stating that a variety of factors, both internal and external to the firm, may affect an organization's performance. There is no "one best way" to manage and organize because circumstances vary.
Difficulty: 2 Medium
Topic: Contemporary Approaches
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
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103) "With the computing power available today, I'm surprised that the quantitative management approach is not widely used to make management decisions and solve management problems," said Guy. "I believe that there are several explanations for the limited use of quantitative management. For example, _____," replied his manager.
A) all managers have been trained to use quantitative management
B) many of the decisions managers face are nonroutine and unpredictable
C) all management decisions can be expressed with mathematical symbols and formulas
D) managers will use results obtained by quantitative management even if the results are not consistent with the managers' experience, intuition, and judgment
E) quantitative management is never used in production or quality control

Answer: B
Explanation: Several explanations account for the limited use of quantitative management. Many managers have not been trained in using these techniques. Also, many aspects of a management decision cannot be expressed through mathematical symbols and formulas. Finally, many of the decisions managers face are nonroutine and unpredictable.
Difficulty: 3 Hard
Topic: Contemporary Approaches
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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104) "Ella, I have enjoyed mentoring you. Now, let's summarize what we have discussed about

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change. First, change is happening more rapidly and dramatically than at any other time in history. Second, if you don't anticipate change and adapt to it, you and your firm _____," explained retired CEO Randall Pearson.
A) will nonetheless thrive due to decreasing globalization
B) will not thrive in a competitive business world
C) will not thrive unless you eliminate flexible work arrangements like virtual teamwork
D) will nonetheless thrive if you increase costs
E) will not thrive unless employee skills are held static, meaning they are unchanged

Answer: B
Explanation: The essential facts about change are these: First, change is happening more rapidly and dramatically than at any other time in history. Second, if you don't anticipate change and adapt to it, you and your firm will not thrive in a competitive business world.
Difficulty: 3 Hard
Topic: Contemporary Approaches
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

105) "A very powerful tool for showing our project progress is the Gantt chart. We will review and update it in each weekly progress meeting. The Gantt chart helps us plan projects by showing us the relationship between _____," said Buford Hollis, project manager, to his team.
A) quality and time
B) tasks and time
C) costs and time
D) costs and tasks
E) quality and tasks

Answer: B
Explanation: The Gantt chart helps employees and managers plan projects by task and time to complete those tasks.
Difficulty: 2 Medium
Topic: Classical Approaches
Learning Objective: 02-02 Summarize the five classical approaches to management.
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106) Sandra is an intelligent, enthusiastic, and hardworking person. Yet her manager constantly yells at her and micromanages her. Sandra's manager is applying Douglas McGregor's Theory X. Why do you think that he uses this approach?
A) He believes that there is no "one best way" to manage.
B) He believes that workers are lazy, irresponsible, and require constant supervision.
C) He believes that Sandra's needs for self-fulfillment are met by Abraham Maslow's hierarchy of needs.
D) He believes that promoting esprit de corps—a unity of interests between employees and management—is important.
E) He believes in management by objective (MBO).

Answer: B
Explanation: During the 1960s, organizational behaviorists heavily influenced the field of management. Douglas McGregor's Theory X and Theory Y marked the transition from human relations. According to McGregor, Theory X managers assume workers are lazy and irresponsible and require constant supervision and external motivation to achieve organizational goals.
Difficulty: 3 Hard
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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107) "Herb, Bernice is your best worker even though she is relatively new, and she has a great attitude," said Cara, Herb's manager. "I advise you to stop yelling at her and nit-picking her work." In the context of McGregor's Theory X, what might happen if Herb does not heed Cara's advice?
A) Bernice will begin acting in a lazy and unmotivated fashion, requiring tight supervision (self-fulfilling prophecy).
B) Bernice will begin seeking outlets for her creative talent (contingency).
C) Bernice will aspire toward a career in the profession of management (administrative effect).
D) Bernice will seek alternative approaches to her work (flexible process).
E) Bernice will seek to accomplish more with less (economy of scale).

Answer: A
Explanation: During the 1960s, organizational behaviorists heavily influenced the field of management. Douglas McGregor's Theory X and Theory Y marked the transition from human relations. According to McGregor, Theory X managers assume workers are lazy and irresponsible and require constant supervision and external motivation to achieve organizational goals. An important implication for managers who subscribe to Theory X is known as a self-fulfilling prophecy. This occurs when a manager treats employees as lazy, unmotivated, and in need of tight supervision; then the employees eventually fulfill the manager's expectations by acting that way.
Difficulty: 3 Hard
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
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108) Tyron manages with McGregor's Theory X in mind, and, as a result, his employee, Cassie, is losing interest in her job. If Tyron could abandon his current beliefs, he might instead acknowledge that there is "no one best way" to manage. He might consider Cassie's values, goals, skills, and attitudes, along with other factors, both internal and external to the firm, to improve performance. If so, he would be using the
A) quantitative management approach.
B) scientific management approach.
C) contingency perspective.
D) bureaucracy approach.
E) the Hawthorne effect.

Answer: C
Explanation: The contingency perspective refutes universal principles of management by stating that a variety of factors, both internal and external to the firm, may affect an organization's performance. Therefore, there is no "one best way" to manage and organize because circumstances vary.
Difficulty: 2 Medium
Topic: Systems Theory
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
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109) "Tom, at Bode Corporation we align our individual goals with the company's goals. That is, as managers, we use _____ to drive ourselves and our employees to accomplish key goals that are linked with the company's success," said Tom's new CEO.
A) remuneration
B) contingency management
C) quantitative management
D) management by objective
E) time-and-motion studies

Answer: D
Explanation: Peter Drucker's study on "management by objective" (MBO) showed how a manager or employee could be self-driven to accomplish key goals that link to organization success.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
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110) Describe the systematic approach to management.

Answer: The systematic management approach attempted to build specific procedures and processes into operations to ensure coordination of effort. Systematic management emphasized economical operations, adequate staffing, maintenance of inventories to meet consumer demand, and organizational control. These goals were achieved through careful definition of duties and responsibilities; standardized techniques for performing these duties; specific means of gathering, handling, transmitting, and analyzing information; cost accounting, wage, and production control systems to facilitate internal coordination and communications. Systematic management emphasized internal operations because managers were concerned primarily with meeting the explosive growth in demand brought about by the Industrial Revolution. In addition, managers were free to focus on internal issues of efficiency, in part because the government did not constrain business practices significantly. Finally, labor was poorly organized. As a result, many managers were oriented more toward things than toward people. Systematic management did not address all the issues 19th-century managers faced, but it tried to raise managers' awareness about the most pressing concerns of their job.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
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111) What are the four principles of scientific management as identified by Frederick Taylor?

Answer: Taylor identified four principles of scientific management: 1. Management should develop a precise, scientific approach for each element of one's work to replace general guidelines. 2. Management should scientifically select, train, teach, and develop each worker so that the right person has the right job. 3. Management should cooperate with workers to ensure that jobs match plans and principles. 4. Management should ensure an appropriate division of work and responsibility between managers and workers.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
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112) In the context of Frederick Taylor's theory of scientific management, discuss time-and-motion studies and the differential piece-rate system.

Answer: To implement the scientific management approach, Frederick Taylor used techniques such as time-and-motion studies. With this technique, a task was divided into its basic movements, and different motions were timed to determine the most efficient way to complete the task. A key element of Taylor's approach was the use of the differential piece-rate system. Taylor assumed workers were motivated by receiving money. Therefore, he implemented a pay system in which workers were paid additional wages when they exceeded a standard level of output for each job. Taylor concluded that both workers and management would benefit from such an approach.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

113) What was Henry L. Gantt's contribution to scientific management?

Answer: Henry L. Gantt expanded on the piece-rate system by suggesting that frontline supervisors should receive a bonus for each of their workers who completed their assigned daily tasks. Gantt believed that this would motivate supervisors to provide extra attention and training to those workers who were struggling with meeting their output goals. He is also known for creating the Gantt chart, which helps employees and managers plan projects by task and time to complete those tasks. An interesting aspect of the chart is that it illustrates how some tasks need to be done during the same time period. Today Gantt charts (available through Microsoft Project and other project software) are used in several fields for a wide variety of projects.
Difficulty: 2 Medium
Topic: Scientific Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
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114) What are the shortcomings of Max Weber's bureaucratic approach to management?

Answer: Bureaucracy can be efficient and productive. However, bureaucracy is not the appropriate model for every organization. Organizations or departments that need rapid decision making and flexibility may suffer under a bureaucratic approach. Some people may not perform their best with excessive bureaucratic rules and procedures. Other shortcomings stem from a faulty execution of bureaucratic principles rather than from the approach itself. Too much authority may be vested in too few people; the procedures may become the ends rather than the means; or managers may ignore appropriate rules and regulations. Finally, one advantage of a bureaucracy—its permanence—can also be a problem. Once a bureaucracy is established, dismantling it is very difficult.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

115) List and define Henri Fayol's 14 principles of management.

Answer: The 14 principles of management identified by Henri Fayol are: 1. Division of work—divide work into specialized tasks and assign responsibilities to specific individuals. 2. Authority—delegate authority along with responsibility. 3. Discipline—make expectations clear and punish violations. 4. Unity of command—each employee should be assigned to only one supervisor. 5. Unity of direction—employees' efforts should be focused on achieving organizational objectives. 6. Subordination of individual interest to the general interest—the general interest must predominate. 7. Remuneration—systematically reward efforts that support the organization's direction. 8. Centralization—determine the relative importance of superior and subordinate roles. 9. Scalar chain—keep communications within the chain of command. 10. Order—order jobs and material so they support the organization's direction. 11. Equity—fair discipline and order enhance employee commitment. 12. Stability and tenure of personnel—promote employee loyalty and longevity. 13. Initiative—encourage employees to act on their own in support of the organization's direction. 14. Esprit de corps—promote a unity of interests between employees and management.
Difficulty: 1 Easy
Topic: Management
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Remember
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116) What is known as the "Hawthorne effect"? How did it lead to changes in management perspective?

Answer: The phenomenon whereby workers perform and react differently when they are being observed is known as the "Hawthorne effect." This finding suggested that productivity may be affected more by psychological and social factors than by physical or objective influences.
Difficulty: 3 Hard
Topic: Hawthorne Studies
Learning Objective: 02-02 Summarize the five classical approaches to management.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

117) Discuss quantitative management as a contemporary approach to management.

Answer: During World War II, military planners began to apply mathematical techniques to defense and logistic problems. After the war, private corporations began assembling teams of quantitative experts to tackle many of the complex issues confronting large organizations. This approach, referred to as quantitative management, emphasizes the application of quantitative analysis to management decisions and problems. Quantitative management helps a manager make a decision by developing formal mathematical models of the problem. Computers facilitated the development of specific quantitative methods. These include such techniques as statistical decision theory, linear programming, queuing theory, simulation, forecasting, inventory modeling, network modeling, and break even analysis. Organizations apply these techniques in many areas, including production, quality control, marketing, human resources, finance, distribution, planning, and research and development. Despite the promise quantitative management holds, managers do not rely on these methods as the primary approach to decision making. Typically, they use these techniques as a supplement or tool in the decision process. Many managers will use results that are consistent with their experience, intuition, and judgment, but they often reject results that contradict their beliefs. Also, managers may use the process to compare alternatives and eliminate weaker options.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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Accessibility: Keyboard Navigation

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118) Describe Douglas McGregor's Theory X and Theory Y.

Answer: During the 1960s, organizational behaviorists heavily influenced the field of management. Douglas McGregor's Theory X and Theory Y marked the transition from human relations. According to McGregor, Theory X managers assume workers are lazy and irresponsible and require constant supervision and external motivation to achieve organizational goals. Theory Y managers assume employees want to work and can direct and control themselves. An important implication for managers who subscribe to Theory X is known as a self-fulfilling prophecy. This occurs when a manager treats employees as lazy, unmotivated, and in need of tight supervision; the employees eventually fulfill the manager's expectations by acting that way. This cycle can have several negative implications for managers, employees, and organizations. McGregor advocated a Theory Y perspective, suggesting that managers who encourage participation and allow opportunities for individual challenge and initiative would achieve superior performance.
Difficulty: 2 Medium
Topic: Theory X and Y
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

119)
Describe the contingency perspective of management.

Answer: Building on systems theory ideas, the contingency perspective refutes universal principles of management by stating that a variety of factors, both internal and external to the firm, may affect an organization's performance. Therefore, there is no "one best way" to manage and organize because circumstances vary. Situational characteristics—or contingencies—include: circumstances in the organization's external environment; the internal strengths and weaknesses of the organization; the values, goals, skills, and attitudes of managers and workers in the organization; and the types of tasks, resources, and technologies the organization uses.
Difficulty: 2 Medium
Topic: Systems Theory
Learning Objective: 02-03 Discuss the four contemporary approaches to management.
Bloom's: Understand
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120) With regard to diversity, what does Professor Martin Davidson communicate to students and business leaders in his teaching, research, consulting, and influential book, *The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed*?

Answer: Answers will vary, but they should address how leaders can create, use, leverage, and capitalize upon diversity in a strategic manner to drive high performance by organizations.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

121) Who is Michael Porter and what are his contributions to management?

Answer: Michael Porter, professor at Harvard University, is a well-known and influential expert on competitive strategy. He has published more than 125 research articles and 18 books on the subject of management, including *Competitive Strategy: Creating and Sustaining Superior Performance.*
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

122) Peter Drucker was a respected management guru. Explain the influence that his contributions have had on the practice of management.

Answer: Peter Drucker was a respected management guru who, through his writings and consulting, made several lasting contributions to the practice of management. He was the first person to discuss "management by objective" (MBO), by which a manager should be self-driven to accomplish key goals that link to organizational success (as opposed to being controlled by a supervisor).
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
AACSB: Analytical Thinking
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123) The theme of change is ever present. Identify ongoing changes in the world that will affect your career.

Answer: Answers will vary by student and may include: Business is becoming increasingly global; new technologies are continually being introduced; flexible work arrangements are changing how we work, produce goods, and deliver services; customers are demanding lower costs, greater innovation, greater quality, and greater speed; and requirements for workers with a global perspective, foreign language proficiency, and cross-cultural knowledge are increasing.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

124) You are a new manager. What books will you read to learn about different management techniques and why?

Answer: Answers will vary. Students may choose books not included in text, but are likely to include the ones mentioned in the text.
Difficulty: 2 Medium
Topic: Management
Learning Objective: 02-04 Identify modern contributors who have shaped management thought and practices.
Bloom's: Understand
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