Management 12th edition Daft Test Bank

SKU: 9781285861982-TEST-BANK

1. A historical perspective provides a narrower way of thinking, a way of searching for patterns and determining whether they recur across time periods.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

2. Social forces refer to those aspects of a culture that guide and influence relationships among people.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

3. Political forces are aspects of a culture that guide and influence relationships among people.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

4. Economic forces pertain to the availability, production, and distribution of resources in a society.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1

REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

5. The early study of management as we know it today began with what is now called the technology-driven workplace.
a. True
b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 40
LEARNING OBJECTIVES: MGMT.DAFT.12.02-07 - 02-07
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

6. The classical perspective on management emerged during the 1800s.
a. True
b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 40
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

7. The humanistic perspective contains three subfields: scientific management, bureaucratic organizations, and administrative principles.
a. True
b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 40
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

8. Frederick W. Taylor developed Systems Thinking and emphasized the fourteen principles of management that should guide managerial behavior.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 40
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

9. Scientific management evolved with the use of precise procedures in place of tradition and rules of thumb.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

10. A criticism of human relations management is that it ignores the social context and workers' needs.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

11. One of the criticisms of scientific management is it did not acknowledge variance among individuals.

a. True

b. False

ANSWER: True
POINTS: 1

DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

12. Standardization of work and wage incentives are characteristics of behavioral science.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

13. Scientific management developed a standard method for performing each job.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

14. With clear definitions of authority and responsibility, division of labor is one of the six characteristics of the ideal bureaucracy.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge

OTHER: F

15. Administrative acts and decisions recorded in writing is one of the six characteristics of the ideal bureaucracy.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

16. Fayol's unity of command principle emphasizes that each subordinate receives orders from one, and only one superior.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

17. Unity of direction principle proposes that similar activities in an organization should be grouped together under one manager.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

18. The scalar chain is a hypothetical chain that provides horizontal links between unionized workers in different departments in an organization.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

19. Scientific management focuses on employee competence, whereas administrative principles focus on work flow through the organization.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

20. Follett and Barnard were early advocates of a more humanistic perspective on management that emphasized the importance of understanding human behavior, needs, and attitudes in the workplace as well as social interactions and group processes.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 45
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

21. Unfortunately, Mary Parker Follett's approach to leadership stressed the importance of engineering techniques rather than people.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2

REFERENCES: 45
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

22. A social group within an organization is part of the informal organization.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

23. The Hawthorne studies resulted in the movement towards scientific management.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

24. The human relations movement is also referred to as the dairy farm view of management, meaning that contented cows give more milk, and satisfied workers will give more work.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

25. The Hawthorne studies led to the early conclusion that positive human relations can lead to significantly higher performance.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

26. Theory Y proposes that organizations can take advantage of the imagination and intellect of all of their employees.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 48
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

27. According to Douglas McGregor, Theory X and Theory Y provide two opposing views of workers, where Theory X recognizes that workers enjoy achievement and responsibility, while Theory Y recognizes that workers will avoid work whenever possible.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 49
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

28. An assumption of Theory Y is that the average human being has an inherent dislike of work and will avoid it if possible.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 49
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

29. The Systems Thinking approach develops theories about human behavior based on scientific methods and study.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 49
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

30. Organization development is a specific set of management techniques based in the behavioral science approach.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

31. The scientific management perspective refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs as the key to increased worker productivity.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

32. The management science approach uses qualitative data in management decision making.
a. True
b. False
ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

33. The field of management that specializes in the physical production of goods or services refers to operations management.
a. True
b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 51
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

34. Information technology is the most recent subfield of the quantitative perspective.
a. True
b. False
ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 51
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

35. The term “quants” refers to financial managers and others who base their decisions on complex quantitative analysis, under assumption that using advanced mathematics and technology can accurately predict how the market works.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 51
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

36. Contingency thinking is the ability to see both the distinct elements of a system or situation and the complex and changing interaction among those elements.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

37. When the shop foreman receives and rewards valuable suggestions from its workers, and this leads to continual improvement of production, synergy has occurred.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

38. Discerning circles of causality is an important element of systems thinking.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 2

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REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

39. Contingency theory suggests that managers are more successful if they learn the best way to manage and motivate their employees, and then apply this knowledge in a universally consistent way.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 53
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

40. A contingency view argues that there is one best way to manage an organization.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

41. The inherent focus of TQM is on managing the total organization to deliver quality to the customer.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

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42. Although developed by a Japanese business manager, the quality movement is strongly associated with American companies.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

43. Benchmarking involves finding out what the customer wants.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

44. A process whereby companies find out how others do something better than they do and then try to imitate or improve on it refers to outsourcing.

a. True

b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

45. The implementation of small, incremental improvements in all areas of the organization on an ongoing basis refers to continuous improvement.

a. True

b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's: Knowledge
OTHER: F

46. Six Sigma refers to an innovation mindset, used widely by Indian companies, that strives to meet customers' immediate needs quickly and inexpensively.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: 2
REFERENCES: 55
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

47. Supply chain management refers to the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 58
LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

48. Customer relationship management systems collect and manage large amounts of data about customers and make them available to employees.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 58

LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

49. A supply chain is a network of multiple businesses and individuals that are connected through the flow of products or services.

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: 1
REFERENCES: 58
LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

50. An innovation mindset that strives to meet customers' immediate needs quickly and inexpensively is referred to as:

a. kaizen.
b. just-in-time control.
c. total quality management.
d. jugaad.
e. XY Theory.

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 37
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

51. A(n) _____ perspective provides a broader way of thinking, a way of searching for patterns, and determining whether they recur across time periods.

a. analytical
b. futuristic
c. systematic
d. methodical
e. historical

ANSWER: e
POINTS: 1
DIFFICULTY: 1

REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

52. _____ forces refer to those aspects of a culture that guide and influence relationships among people.
a. Social
b. Political
c. Economic
d. Technological
e. Legal
ANSWER: a
POINTS: 1
DIFFICULTY: 1
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

53. Which of these forces comprises unwritten, common rules and perceptions about relationships?
a. Economic forces
b. Political forces
c. Social forces
d. Legal forces
e. Personal forces
ANSWER: c
POINTS: 1
DIFFICULTY: 1
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

54. Jessica is a recent college graduate who is seeking a job that includes telecommuting, shared jobs, flextime, and organization-sponsored sabbaticals. Based on this information, Jessica most likely belongs to which demographic group?
a. Baby Boomer
b. Generation X
c. Generation Y
d. Generation Z
e. Tweener

ANSWER: c
POINTS: 1
DIFFICULTY: 3
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

55. Which of these forces pertain to the availability, production, and distribution of resources in a society?
    a. Social
    b. Political
    c. Economic
    d. Technological
    e. Legal

ANSWER: c
POINTS: 1
DIFFICULTY: 1
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

56. Strong anti-American sentiments in many parts of the world exemplify the effect of:
    a. economic forces.
    b. political forces.
    c. demographic forces.
    d. technological forces.
    e. human relations forces.

ANSWER: b
POINTS: 1
DIFFICULTY: 3
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

57. The nineteenth and early twentieth centuries saw the development of which management perspective?
    a. The human relations movement
    b. The behavioral sciences approach
    c. The classical perspective

d. The quantitative management approach
e. The TQM approach

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

58. Which of these perspectives emphasized a rational, scientific approach to the study of management and sought to make organizations efficient operating machines?

a. The Humanistic Perspective
b. The Behavioral Sciences Approach
c. The Classical Perspective
d. The TQM approach
e. The Quantitative Management Approach

ANSWER: c
POINTS: 1
DIFFICULTY: 1
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

59. Which of these is a subfield of the classical management perspective that emphasized scientifically determined changes in management practices as the solution to improving labor productivity?

a. The human relations movement
b. The behavioral sciences approach
c. The TQM approach
d. The quantitative management approach
e. The scientific management movement

ANSWER: e
POINTS: 1
DIFFICULTY: 1
REFERENCES: 40
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

60. Frank Gilbreth felt that efficiency equated with:

a. one best way to do work.
b. leadership flows from the top down.
c. procedures and policies.
d. scientific management.
e. bureaucracy.

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

61. Time and motion studies that resulted in drastic reduction in the time patients spent on the operating table were pioneered by _____.

a. Edward Deming
b. Henry Gantt
c. Max Weber
d. Mary Parker Follett
e. Frank Gilbreth

ANSWER: e
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

62. Who is considered the "first lady of management?"

a. Mary Parker Follett
b. Lillian Gilbreth
c. Carly Fiorona
d. Maxine Weber
e. Anne Adams

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge
OTHER: F

63. The three subfields of the classical perspective include:
a. quantitative management, behavioral science, and administrative management.
b. bureaucratic organization, quantitative management, and the human relations movement.
c. administrative management, bureaucratic organization, and scientific management.
d. scientific management, quantitative management, and administrative management.
e. none of these.

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

64. _____ is considered the "father of scientific management."
a. Frank B. Gilbreth
b. Elton Mayo
c. Henry Gantt
d. Douglas McGregor
e. Frederick W. Taylor

ANSWER: e
POINTS: 1
DIFFICULTY: 1
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

65. Which of the following is a bar graph that measures planned and completed work along each stage of production by time elapsed?
a. Time and Work chart
b. Gantt chart
c. Time and Motion chart
d. Production and Delivery chart
e. Gilbreth chart

ANSWER: b
POINTS: 1
DIFFICULTY: 1
REFERENCES: 41

LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

66. Frederick Taylor's contributions were in the field of:
    a. scientific management.
    b. human resource management.
    c. human relations.
    d. quantitative management.
    e. total quality management.
ANSWER: a
POINTS: 1
DIFFICULTY: 1
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

67. Which of the following is not a criticism of scientific management?
    a. It does not appreciate the social context of work.
    b. It does not appreciate the higher needs of workers.
    c. It does not appreciate the careful study of tasks and jobs.
    d. It does not acknowledge variance among individuals.
    e. It tends to regard workers as uninformed and ignored their ideas and suggestions.
ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

68. Standardization of work and wage incentives are characteristics of:
    a. bureaucratic organizations.
    b. scientific management.
    c. quantitative management.
    d. administrative management.
    e. behavioral science.
ANSWER: b
POINTS: 1

DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

69. Which of these is a major criticism of scientific management?
    a. It ignored the social context of work.
    b. It ignored the impact of compensation on performance.
    c. It overemphasized individual differences.
    d. It overemphasized the intelligence of workers.
    e. It emphasized the social context of work.

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

70. The assembly line is most consistent with which of the following general principles of management?
    a. Unity of command
    b. Division of work
    c. Authority
    d. Scalar chain
    e. Quality management

ANSWER: b
POINTS: 1
DIFFICULTY: 3
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

71. The bureaucratic organizations approach is a subfield within the _____.
    a. classical perspective
    b. systems theory
    c. scientific management
    d. learning organization
    e. management science view

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

72. According to Weber's ideas on bureaucracy, organizations should be based on which of these?
    a. Personal loyalty
    b. Personal references
    c. Rational authority
    d. Family ties
    e. Charismatic authority

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

73. Whereas scientific management focused on _____ , administrative principles approach focused on the _____.
    a. individual productivity; total organization
    b. organization productivity; individual effort
    c. efficient procedures; management by principle
    d. employee ability; employee loyalty
    e. employee competence; work flow through the organization

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

74. Archies' Antiques, Inc., is characterized by separation of management from ownership and by clearly defined lines of authority and responsibility. These characteristics are consistent with the principles of:
    a. scientific management.
    b. bureaucratic organizations.

c. administrative management theory.
d. human resource management.
e. all of these.

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

75. All of the following are characteristics of Weberian bureaucracy except:
a. labor is divided with clear definitions of authority and responsibility that are legitimized as official duties.
b. positions are organized in a hierarchy of authority, with each position under the authority of a higher one.
c. all personnel are selected and promoted based on technical qualifications.
d. administrative acts and decisions are recorded in writing.
e. management is the same as the ownership of the organization.

ANSWER: e
POINTS: 1
DIFFICULTY: 3
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

76. Max Weber felt selection of employees should be based on _____.
a. education
b. competence
c. connections
d. political skills
e. efficient systems

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

77. Matrix Dress Designs operates using the concept of empowerment, where employees act independently and with

management facilitating rather than controlling workers. These qualities represent which management approach?

a. Administrative principles approach
b. Bureaucratic approach
c. Scientific management approach
d. Humanistic approach
e. Behavioral sciences approach

ANSWER: d
POINTS: 1
DIFFICULTY: 3
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

78. Positions organized in a hierarchy of authority is an important characteristic of:

a. scientific management.
b. bureaucratic organizations.
c. quantitative management.
d. the human relations movement.
e. total quality management.

ANSWER: b
POINTS: 1
DIFFICULTY: 142
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

79. UPS is successful in the small package delivery market. One important reason for this success is the concept of:

a. globalization.
b. employee flexibility.
c. loose standards.
d. bureaucracy.
e. non-bureaucratic organizational system.

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge

OTHER: F

80. Mary Parker Follett contributed to which field?

a. Humanistic approach
b. Scientific management approach
c. Total quality management approach
d. Quantitative approach to management
e. Systems approach to management

ANSWER: a
POINTS: 1
DIFFICULTY: 1
REFERENCES: 43
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

81. The principle that similar activities in an organization should be grouped together under one manager is the essence of the classical perspective known as:

a. unity of command.
b. division of work.
c. unity of direction.
d. scalar chain.
e. quality management.

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

82. The use of specialization to produce more and better work with the same level of effort is consistent with the administrative management principle of:

a. unity of command.
b. unity of direction.
c. scalar chain.
d. division of work.
e. none of these

ANSWER: d
POINTS: 1
DIFFICULTY: 1
REFERENCES: 44

LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

83. Genex Dynamics is a ballistics company that uses the unity of command, scalar chain, and division of work principles. These are part of which management philosophy?

a. Administrative principles approach
b. Bureaucratic approach
c. Scientific management approach
d. Humanistic approach
e. Behavioral sciences approach

ANSWER: a
POINTS: 1
DIFFICULTY: 3
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

84. The _____ refers to a chain of authority extending from top to the bottom of the organization and including every employee.

a. unity of command
b. division of labor
c. unity of direction
d. scalar chain
e. none of these

ANSWER: d
POINTS: 1
DIFFICULTY: 1
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

85. Mary Parker Follett thought of leadership as _____, rather than techniques.

a. systems
b. top managers
c. people
d. efficiencies
e. floor managers

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 45
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

86. A key finding in the Hawthorne studies was which of these?
a. Stronger lighting increased productivity.
b. More money resulted in increased productivity.
c. Productivity declined in all experiments.
d. Higher temperatures reduced productivity.
e. Human relations increased productivity.

ANSWER: e
POINTS: 1
DIFFICULTY: 2
REFERENCES: 45
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

87. Chester Bernard felt that _____ could help a poorly managed organization.
a. bureaucracy
b. line managers
c. efficiencies
d. informal relations
e. top/down flow of information

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

88. The findings provided by the Hawthorne Studies provided the impetus for the _____, despite flawed methodology or inaccurate conclusions.
a. classical perspective
b. humanistic perspective

c. scientific management
d. bureaucratic organizations
e. contingency perspective

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

89. A social group within an organization is part of the:
a. formal organizational structure.
b. informal organization.
c. scalar chain.
d. reorganization process.
e. top management level.

ANSWER: b
POINTS: 1
DIFFICULTY: 1
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

90. A significant contribution of Chester Barnard was the concept of:
a. bureaucracy.
b. the informal organization.
c. total quality management.
d. scientific management.
e. traditional theory of authority.

ANSWER: b
POINTS: 1
DIFFICULTY: 1
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

91. The human resources perspective of management links motivation theories with _____.

a. top management
b. employee tasks
c. floor managers
d. efficiencies
e. profit maximization

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

92. A "dairy farm" view of management, i.e., contented cows give more milk, so satisfied workers will give more work was espoused by:

a. human relations management.
b. human resource perspective.
c. behavioral science approach.
d. management science perspective.
e. none of these.

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

93. Maslow's hierarchy of needs started with which of these needs?

a. Esteem
b. Love
c. Safety
d. Physiological
e. Belongingness

ANSWER: d
POINTS: 1
DIFFICULTY: 1
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge

OTHER: F

94. Tommy believes his employees are responsible, creative, and able to work with minimal direction. He is a:

a. theory X manager.
b. theory Y manager.
c. theory Z manager.
d. theory A manager.
e. contingency theory manager.

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

95. Theory X and Theory Y was developed by _____.

a. Douglas McGregor
b. Henry Gantt
c. Max Weber
d. Mary Parker Follett
e. Frank Gilbreth

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

96. Beth Brant, production supervisor at Trustworthy Tools Mfg., Inc. believes that her employees dislike work, avoid responsibility, and therefore they need to be controlled and directed. Beth is a:

a. theory X manager.
b. theory Y manager.
c. realistic manager.
d. theory Z manager.
e. theory J manager.

ANSWER: a
POINTS: 1
DIFFICULTY: 3
REFERENCES: 48
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

97. According to Douglas McGregor, the classical perspective on management is consistent with which of the following?
    a. Theory X manager
    b. Theory Y manager
    c. Theory Z manager
    d. Theory A manager
    e. None of these
ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 48
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

98. The behavioral sciences approach is based on which of the following disciplines?
    a. Anthropology
    b. Economics
    c. Sociology
    d. Psychology
    e. All of these
ANSWER: e
POINTS: 1
DIFFICULTY: 1
REFERENCES: 49-50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

99. Organizational development is one specific set of management techniques based in the _____ approach.
    a. management science
    b. systems theory
    c. behavioral sciences
    d. scientific management
    e. quantitative
ANSWER: c
POINTS: 1
DIFFICULTY: 2

REFERENCES: 49-50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

100. The Forestville Freeze is regionally known for its employee training programs. Managers at the Freeze conduct research to determine the best candidate interviewing techniques. This involves the use of which management approach?

a. Administrative principles approach
b. Bureaucratic approach
c. Behavioral sciences approach
d. Humanistic approach
e. Scientific management approach

ANSWER: c
POINTS: 1
DIFFICULTY: 3
REFERENCES: 49-50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

101. The management science perspective emerged after World War II to treat problems associated with:

a. modern global warfare.
b. environmental issues.
c. employee involvement.
d. Germany.
e. improving manufacturing.

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

102. Which of these refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs as the key to increased worker productivity?

a. Scientific management perspective
b. Human resource perspective
c. Management science perspective
d. Behavioral sciences approach

e. Human relations movement

ANSWER: e
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

103. Within his role as a financial accountant, Roger uses the capital asset pricing model and other mathematical tools to help clients keep track of their finances. Which perspective or approach does Roger apply most at his work?

a. Quantitative perspective
b. Qualitative perspective
c. Humanistic approach
d. Behavioral science approach
e. Scientific management approach

ANSWER: a
POINTS: 1
DIFFICULTY: 3
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

104. The _____ emphasized the importance of understanding human behaviors, needs, and attitudes in the workplace as well as social interactions and group processes.

a. humanistic perspective
b. classical perspective
c. scientific management
d. bureaucratic organizations
e. contingency perspective

ANSWER: a
POINTS: 1
DIFFICULTY: 1
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

105. Most early interpretations of the Hawthorne studies argued that the factor that best explained increased output was

_____.

a. money
b. days off
c. human relations
d. lighting
e. free food

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

106. The management science perspective applies all of the following to managerial problems EXCEPT:

a. statistics.
b. qualitative techniques.
c. mathematics.
d. quantitative techniques.
e. all of these are correct.

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

107. Operations research grew out of World War II groups and is based on _____.

a. group dynamics
b. employees in crisis
c. production in turbulent times
d. mathematical equations
e. a humanistic approach

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge

OTHER: F

108. Which of the following refers to financial managers and others who base their decisions on complex quantitative analysis, under assumption that using advanced mathematics and technology can accurately predict how the market works?

a. Stems
b. Yuppies
c. Quals
d. Quants
e. Fins

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 51
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

109. The most recent subfield of the quantitative perspective is _____, which is reflected in management information systems designed to provide relevant information to managers in a timely and cost-efficient manner.

a. operations research
b. operations management
c. information technology
d. systems thinking
e. infrastructure development

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 51
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

110. The teamwork philosophy is based in part on the assumption that five people working together can produce more than five people working individually. This philosophy is consistent with the concept of _____.

a. transformation
b. entropy
c. synergy
d. feedback
e. quality

ANSWER: c
POINTS: 1

DIFFICULTY: 3
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

111. From the 1950s until today, which management perspective has remained the most prevalent?
a. Systems
b. Qualitative
c. Scientific management
d. Quantitative
e. Humanistic
ANSWER: e
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

112. Georgia, an airline CEO, often looks for patterns of movement within the airline industry, focusing on the qualities of rhythm, flow, direction, shape, and networks of relationships. This type of activity, referred to as _____ thinking, allows Georgia to see the structures that underlie complex situations within the industry and company.
a. systems
b. qualitative
c. quantitative
d. conceptual
e. contingency
ANSWER: a
POINTS: 1
DIFFICULTY: 3
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

113. 10 + 10 = 25 reflects which of these?
a. Entropy
b. Synergy
c. Open system

d. Closed system
e. Weberian math

ANSWER: b
POINTS: 1
DIFFICULTY: 3
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

114. It is often difficult to make decisions about subsystems because they are _____.
a. interdependent
b. independent
c. managed differently
d. filled with employees
e. organizationally based

ANSWER: a
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

115. After decades of being a manager, Jeffrey has learned that an organizational structure that is effective for one company is likely to be ineffective for a different company. This knowledge reflects which current management perspective?
a. Systems thinking
b. Contingency view
c. Total quality management
d. Benchmarking
e. Scientific management view

ANSWER: b
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

116. _____ specifies a goal of no more than 3.4 defects per million parts.

a. Benchmarking
b. Total quality management
c. Six sigma
d. Balanced scorecard
e. Jugaad

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 53
LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

117. In _____, every situation is viewed as unique.

a. a universalist view
b. a contingency view
c. a case view
d. a scientific management view
e. none of these

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 53
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

118. In order to determine how to deal with a problem employee, Sharon evaluated the employee, the problem, and the context in which the problem occurred. She is applying which of the following perspectives?

a. Participative view
b. Universalist view
c. Autonomy view
d. Contingency view
e. Humanist view

ANSWER: d
POINTS: 1
DIFFICULTY: 3
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge
OTHER: A

119. A consultant who recommends the effectiveness of sensitivity training to every organization he serves is violating the basics of which of the following perspectives?

a. Efficiency perspective
b. Universalist perspective
c. Contingency perspective
d. Scientific management perspective
e. Quantitative perspective

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: A

120. Which of the following is often considered the "father of the quality movement?"

a. Weber
b. Gilbreth
c. Follett
d. Deming
e. Gehrke

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

121. _____ focuses on managing the whole organization to deliver quality to customers.

a. Bureaucracy
b. Theory Z
c. Management-by-objective
d. Total quality management
e. Organization-customer relationship

ANSWER: d
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54

LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

122. Elements of TQM include:
a. employee detachment.
b. focus on profits.
c. benchmarking.
d. accidental improvement.
e. all of these.
ANSWER: c
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

123. _____ is a process whereby companies find out how others do something better than they do and then try to imitate or improve on it.
a. TQM
b. Continuous improvement
c. Benchmarking
d. Empowerment
e. MBO
ANSWER: c
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

124. The implementation of small incremental improvements in all areas of the organization on an ongoing basis is referred to as:
a. benchmarking.
b. empowerment.
c. systems theory.
d. contingency perspective.
e. continuous improvement.

ANSWER: e
POINTS: 1
DIFFICULTY: 1
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

125. Which of the following refers to managing the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers?

a. E-commerce
b. E-business
c. Supply chain management
d. Knowledge management
e. Customer relationship management

ANSWER: c
POINTS: 1
DIFFICULTY: 2
REFERENCES: 56
LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

126. Which of the following uses the latest information technology to keep in close touch with customers and to collect and manage large amounts of customer data?

a. Supply Chain Management
b. Learning Organizations
c. Scientific Management
d. Customer Relationship Management
e. The Humanistic Approach

ANSWER: d
POINTS: 1
DIFFICULTY: 1
REFERENCES: 56
LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

127. Which of the following is identified as a recent trend that has staying power?

a. Corporate takeovers

b. Hedging
c. Insourcing
d. Relationship management
e. Task management

ANSWER: d
POINTS: 1
DIFFICULTY: 2
REFERENCES: 56
LEARNING OBJECTIVES: MGMT.DAFT.12.02-06 - 02-06
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

Scenario - Britney Marr

The opportunity to gain a foothold in the snack cracker industry had just been found. Britney Marr, an account executive manager for Baked Wheat Industries had developed an interest in wheat crackers two months ago when one of her newly hired account execs, Amy Bender, had convinced her about the high margins and promising future associated with that market. Marr had always believed that if you do your homework in hiring the best people then it only makes sense to listen to their recommendations and implement their suggestions.

Marr had given her approval to Bender to explore opportunities to move into this promising new market. This morning, Bender had reported that the Jackson Corporation had severed its contract with Feel Good Crackers Incorporated. Apparently, the Feel Good salesman had shared sensitive information about Jackson at a cocktail party. Bender had already established a good relationship with Feel Good buyers and so recognized this as an opportunity to expand her market into wheat crackers.

128. Marr's behavior provides an example of:
a. the use of scalar rope.
b. division of organization.
c. the principle of inversion.
d. unity of direction.
e. all of these.

ANSWER: D
POINTS: 1
DIFFICULTY: 2
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Application
OTHER: A

129. Marr's management style reflects a belief in:
a. theory Y.
b. developing her employees through control.
c. grieving theory.
d. all of these.
e. none of these.

ANSWER: A
POINTS: 1
DIFFICULTY: 2
REFERENCES: 48
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Application
OTHER: A

130. From a systems theory perspective:
a. Marr should increase teamwork, leading to more entropy.
b. Marr should listen to and reward her people well to increase synergy.
c. the Jackson account was lost because Feel Good was too closed to its environment.
d. all of these.
e. none of these.
ANSWER: B
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Application
OTHER: A

131. Contingency theory recommends:
a. Marr should manage all of her employees the way she manages Bender.
b. the goal of every manager should be high return on investment, so Marr should expand her market only if it increases ROI.
c. Bender should focus on her expertise, recognizing the potential risk of failure with a new market.
d. all of these.
e. none of these.
ANSWER: E
POINTS: 1
DIFFICULTY: 2
REFERENCES: 53
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Application
OTHER: A

132. A(n) _____ perspective provides a broader way of thinking, a way of searching for patterns and determining whether they recur across time periods.
ANSWER: historical
POINTS: 1

DIFFICULTY: 1
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

133. _____ refer to the aspects of a culture that guide and influence relationships among people.
ANSWER: Social forces
POINTS: 1
DIFFICULTY: 2
REFERENCES: 38
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

134. _____ refer to the influence of political and legal institutions on people and organizations.
ANSWER: Political forces
POINTS: 1
DIFFICULTY: 2
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

135. _____ pertain to the availability, production, and distribution of resources in a society.
ANSWER: Economic forces
POINTS: 1
DIFFICULTY: 2
REFERENCES: 39
LEARNING OBJECTIVES: MGMT.DAFT.12.02-01 - 02-01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

136. A management perspective that emerged during the nineteenth and early twentieth centuries that emphasized a rational, scientific approach to the study of management and sought to make organizations efficient operating machines is called _____.
ANSWER: classical perspective
POINTS: 1

DIFFICULTY: 2
REFERENCES: 40
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

137. _____ is considered the "father of scientific management."
ANSWER: Frederick W. Taylor
POINTS: 1
DIFFICULTY: 1
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

138. Weber's vision of organizations that would be managed on an impersonal, rational basis is called a(n) _____.
ANSWER: bureaucracy
POINTS: 1
DIFFICULTY: 2
REFERENCES: 42
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

139. A subfield of the classical management perspective that focused on the total organization rather than the individual worker, delineating the management functions of planning, organizing, commanding, coordinating, and controlling is called _____.
ANSWER: administrative principles
POINTS: 1
DIFFICULTY: 2
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

140. According to Fayol, similar activities in an organization should be grouped together under one manager. This administrative principle is known as _____.
ANSWER: unity of direction

POINTS: 1
DIFFICULTY: 3
REFERENCES: 44
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

141. A management perspective that emerged around the late nineteenth century that emphasized understanding human behavior, needs, and attitudes in the workplace is referred to as a(n) _____.
ANSWER: humanistic perspective
POINTS: 1
DIFFICULTY: 2
REFERENCES: 45
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

142. A management perspective that suggests jobs should be designed to meet higher-level needs by allowing workers to use their full potential is called a(n) _____.
ANSWER: human resources perspective
POINTS: 1
DIFFICULTY: 2
REFERENCES: 47
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

143. Organizational development is one specific set of management techniques based in the _____ approach.
ANSWER: behavioral sciences
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

144. A management perspective that emerged after World War II, and applied mathematics, statistics, and other quantitative techniques to managerial problems is referred to as a(n) _____.

ANSWER: management science perspective
POINTS: 1
DIFFICULTY: 2
REFERENCES: 50
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

145. _____ refers to the field of management that specializes in the physical production of goods or services.
ANSWER: Operations management
POINTS: 1
DIFFICULTY: 2
REFERENCES: 51
LEARNING OBJECTIVES: MGMT.DAFT.12.02-04 - 02-04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

146. The concept that the whole is greater than the sum of its parts is known as _____.
ANSWER: synergy
POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

147. The _____ view of management is an integration of the case and universalist viewpoints.
ANSWER: contingency
POINTS: 1
DIFFICULTY: 2
REFERENCES: 53
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

148. The process by which companies find out how others do something better than they do and then try to copy and/or improve it is known as _____.
ANSWER: benchmarking

POINTS: 1
DIFFICULTY: 2
REFERENCES: 54
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

149. _____ refers to the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to consumers.
ANSWER: Supply chain management
POINTS: 1
DIFFICULTY: 2
REFERENCES: 58
LEARNING OBJECTIVES: MGMT.DAFT.12.02-07 - 02-07
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

150. _____ collect and manage large amounts of data about customers and make them available to employees, enabling better decision making and superior customer service.
ANSWER: Customer relationship management systems
CRM systems
POINTS: 1
DIFFICULTY: 2
REFERENCES: 58
LEARNING OBJECTIVES: MGMT.DAFT.12.02-07 - 02-07
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

151. List three of the basic ideas of scientific management.
ANSWER: Any three of the following develop standard methods for doing each job; select workers with appropriate abilities; train workers in standard methods; support workers and eliminate interruptions; and provide wage incentives.
POINTS: 1
DIFFICULTY: 2
REFERENCES: 41
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

152. List the three assumptions associated with McGregor's Theory X.

ANSWER: (1) Individuals have an innate dislike of work and will try to avoid it; (2) Most people must be coerced to get them to put out a reasonable level of effort; and (3) The typical person prefers to be told what to do.

POINTS: 1

DIFFICULTY: 3

REFERENCES: 49

LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

153. Discuss the advantages and disadvantages of Taylor's Scientific Management.

ANSWER: The advantages of scientific management included the standardization of work, the systematic study of work, the linking of performance and pay, and improved productivity. The disadvantages included its failure to consider the social context within which work took place and its failure to appreciate workers' needs, other than their need for money.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 41

LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

154. The writings of Fayol, Taylor, and Weber provide the foundation for modern management. Identify the school of thought associated with each writer and compare the focus that each writer takes in relation to the organization.

ANSWER: Fayol is associated with the Administrative School, focusing on the manager level. Taylor is associated with Scientific Management, and focused on the work level. Weber is associated with the Bureaucratic Model, and his focus was on the level of the organization.

POINTS: 1

DIFFICULTY: 2

REFERENCES: 40-42

LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - LA - DISC: Environmental Influence

KEYWORDS: Bloom's: Knowledge

OTHER: F

155. Briefly describe what happened in the Hawthorne Studies and explain the results and conclusions of these studies.

ANSWER: Harvard researchers, working under the direction of Elton Mayo, were studying the effects of various lighting conditions on worker performance at the Western Electric plant in Hawthorne, Illinois. Each time an experimental change was made, performance improved, regardless of the change. The early conclusion was that workers perceived that their work was important enough to hire researchers to work with them, and this recognition of importance was sufficient to motivate improved performance. This conclusion led to the development of the Human Relations Movement, stressing the importance of satisfied, happy

workers. Recent analysis suggests that money may have been the single most important motivating factor.

POINTS: 1
DIFFICULTY: 3
REFERENCES: 46
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

156. Describe the assumptions behind McGregor's Theory X and Theory Y. How do the theories relate to the classical perspective on management and early human relations ideas?

ANSWER: Refer to Exhibit 2.4 in the text for the assumptions behind each theory. McGregor believed that the classical perspective was based on Theory X assumptions about workers. He also felt that a slightly modified version of Theory X fit early human relations ideas. He proposed Theory Y as a more realistic view of workers for guiding management thinking.

POINTS: 1
DIFFICULTY: 3
REFERENCES: 49
LEARNING OBJECTIVES: MGMT.DAFT.12.02-03 - 02-03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

157. Briefly describe systems theory, including synergy.

ANSWER: Systems theory suggests that an organization can be considered a system composed of a number of interrelated subsystems. These subsystems include people, structure, technology, and goals. A change in one subsystem results in a rippling effect on the other subsystems. Managed properly, the subsystems work well together and produce more as a whole system than the parts could produce working alone. This is synergy.

POINTS: 1
DIFFICULTY: 2
REFERENCES: 52
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

158. Discuss the differences between the case view, the universalist view, and the contingency view.

ANSWER: These viewpoints relate to the applicability of management principles. The case view holds that every situation is unique, thus there are no universal principles. Conversely, the universalist view believes that the same management principles will work across every situation in every organization. The contingency view is an integration of these two, i.e., while there are no universal principles, there are common patterns and characteristics. The manager's task is to identify what principles will work when, based on an analysis of key contingencies.

Management 12th edition Daft Test Bank

POINTS: 1
DIFFICULTY: 2
REFERENCES: 53
LEARNING OBJECTIVES: MGMT.DAFT.12.02-05 - 02-05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - LA - DISC: Environmental Influence
KEYWORDS: Bloom's: Knowledge
OTHER: F

159.
Social media has become a state-of-the-art business leadership tool. Write a short essay that identifies some popular social media platforms and expounds on how they can help managers balance production goals with employee needs.
ANSWER:

Many companies use Facebook, LinkedIn, Twitter, YouTube, online community pages, video streams, to reach out to and get feedback from customers, clients, and other stakeholders, in an effort to build relationships. It is also used for collaboration within and across firms among employees and colleagues; fast, immediate access can improve efficiency, increase productivity, and facilitate smoother operations and build stronger relationships between managers and employees. Some effects of social media use are easier to measure than others (e.g., increase in sales following an advertising campaign versus customer goodwill.).

POINTS: 1
DIFFICULTY: Challenging
LEARNING OBJECTIVES: MGMT_DAFT_02_03 - 02_03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - OH - DISC: Strategy
KEYWORDS: BLOOM'S: Evaluate, Synthesis

160. The classical perspective emphasizes managing with a rational, scientific approach. The humanistic perspective emphasizes understanding the behavior, needs, and attitudes of those involved in the work process. Isolate two main characteristics of each approach and combine them to form your own hybrid management perspective.

ANSWER:

Classical perspective main characteristics – 1. Scientific management that seeks to improve productivity by employing standardized methods for doing each job and selecting and training appropriate workers; gives wage incentives; well illustrated by assembly-line production. 2. Bureaucratic approach is impersonal with clearly defined roles of authority and responsibility, and strict record keeping; often seen as a threat to personal liberty. 3. Administrative principles approach focuses on increasing productivity of entire organization as opposed to productivity of individual worker.

Humanistic perspective main characteristics – 1. Human relations movement seeks to satisfy employee needs in order to increase production. 2. Human resources approach allows employees to use their full potential. 3. Behavioral science approach uses disciplines such as psychology and sociology to assess human interactions in the workplace. 4. Worker empowerment, participation, and cooperation, not control of workers.

POINTS: 1
DIFFICULTY: Challenging
LEARNING OBJECTIVES: MGMT_DAFT_02_03 - 02_03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - OH - DISC: Leadership Principles

KEYWORDS: BLOOM'S: Synthesis

161. Management science (or the quantitative perspective) uses mathematics, statistics, and computer technology for complex problem solving, decision making, and record keeping. Define the three subsets of management science, and evaluate the usefulness of this management technique in today's workplace, including at least one advantage and one disadvantage

ANSWER:

Three subsets are operations research (mathematical model building and application), operations management (specifically used to solve manufacturing and production issues), and IT, information technology (information relay throughout the organization). Management science has become critical to the efficient management of large companies and business systems. But managers cannot rely exclusively on numbers and algorithms because they do not take the human factor into consideration.

POINTS: 1
DIFFICULTY: Challenging
LEARNING OBJECTIVES: MGMT_DAFT_02_04 - 02_04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - OH - DISC: Operations Management
KEYWORDS: BLOOM'S: Evaluate

162.
Systems thinking is a management concept that considers all the interrelated parts of the system that function as a whole and in common. Changes in any one part of the system affect the whole organization and, in fact, the whole is greater than the sum of its parts. Write a short paragraph in which you explain how change in one part of a system (or organization or product or community) can affect the whole system (or organization or product or community) either to its benefit or detriment. List some contingencies that might influence a manager's decision making. Use your imagination In choosing system that is "managed."

ANSWER:

The paragraph should explain the relationship between parts of a system and should list contingencies. The example does not have to be business-related. The system, for example, can represent the human body, where a change in any one organ will affect the body as a whole; or the system can be an example of a family unit, where a change that affects any one family member will affect the unit as a whole. Contingencies are variables that exist and make each organizational system unique; therefore, the manager's decision-making skills and response must be unique to his own system. For example, a man is offered a new job. The pay is high enough to cover necessities, plus put away savings. The beneficial or detrimental change depends on how the contingencies are handled. Contingencies unique to his family system that would influence his decision-making might include: a wife and two sons; a daily 3-hour commute; financial family struggles; the job represents his first promotion; acting as head coach of his sons' soccer team; the family can accompany him on business trips, etc.

POINTS: 1
DIFFICULTY: Challenging
LEARNING OBJECTIVES: MGMT_DAFT_02_05 - 02_05
NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
STATE STANDARDS: United States - OH - DISC: Operations Management
KEYWORDS: BLOOM'S: Synthesis, Evaluation

163. The boss-less workplace is one modern management technique that strives to meet new management challenges and address the needs of employees, customers, and the environment. There is no hierarchy in a boss-less workplace, and all workers are created equal. What additional management technique must be practiced in order to facilitate a boss-less

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workplace? In your judgment, is going "boss-less" a realistic approach to today's workplace?

ANSWER:

The boss-less workplace must have employees who are emotionally involved in their jobs and satisfied with working conditions (employee engagement). Companies must train employees to work effectively within a non-hierarchical system. All workplaces do not lend themselves to the boss-less concept, but all workplaces benefit from applying employment engagement techniques to some degree. Companies can create an atmosphere where employees feel a commitment to the company goal and mission. They can communicate honestly with employees and provide opportunities for career advancement as well as community service. Today's educated, mobile workers want a flexible, collaborative work environment that uses cutting-edge technologies, and where they can have a part in decision making. As such, many workers will seek out a company that leans toward being boss-less.

POINTS: 1

DIFFICULTY: Challenging

LEARNING OBJECTIVES: MGMT_DAFT_02_08 - 02_08

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - OH - DISC: Operations Management

KEYWORDS: BLOOM'S: Evaluate