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Chapter 2 The History of Management

TRUEFALSE

1. For most of humankind's history, people have commuted to and from their place of work.

(A) True

(B) False

Answer : (B)

2. A major change that took place during the Industrial Revolution was that highly skilled artisans took over the jobs of low-skilled laborers.

(A) True

(B) False

Answer : (B)

3. The Gilbreths used motion picture films to analyze jobs.

(A) True

(B) False

Answer : (A)

4. A Gantt chart indicates informal communication paths.

(A) True

(B) False

Answer : (B)

5. Gantt charts were revolutionary in the era of seat-of-the-pants management because of the detailed planning information they provided.

(A) True

(B) False

Answer : (A)

6. One of the most commonly used operations management tool is cognitive mapping, which is used to better understand the psychology of the workers in an organization.

(A) True

(B) False

Answer : (B)

7. For most of recorded history, information has been costly, difficult to obtain, and slow to spread.

(A) True

(B) False

Answer : (A)

8. One of the first technologies to truly revolutionize the business use of information was a stone tablet.

(A) True

(B) False

Answer : (B)

9. A systems approach to management encourages managers to view each division as a separate, vital entity.

(A) True

(B) False

Answer : (B)

10. Nearly all organizations should be viewed as open systems that interact with their environments and depend on them for survival.

(A) True

(B) False

Answer : (A)

MULTICHOICE

11. Which of the following was al-Farabi's significant contribution to management thought and practice?

(A) Job descriptions

(B) Leadership traits

(C) Organizational structures

(D) Human relations

Answer : (B)

12. The first individual to list managerial traits was _____.

(A) al-Farabi

(B) Ghazali

(C) Sun Tzu

(D) Barbarigo

Answer : (A)

13. How did the Industrial Revolution change jobs and organizations?

(A) Jobs were performed in fields, homes, or small shops.

(B) Managers realized the importance of customer relations.

(C) Unskilled laborers running machines began to replace high-paid, skilled artisans.

(D) Cottage laborers worked with each other out of small homes that were often built in a semicircle and did not need management.

Answer : (C)

14. One of the objectives of the motion study conducted by Frank and Lillian Gilbreth was to:

(A) extend the duration of time required to complete a task.

(B) increase the number of motions required to complete a task.

(C) foster soldiering among workers.

(D) improve the productivity of workers.

Answer : (D)

15. Which of the following statements is true about bureaucracy?

(A) It is based on the belief that management can be taught to others.

(B) It allows political connections to determine an individual's power base within organizations.

(C) It allows people to lead by virtue of their rational-legal authority.

(D) It relies on scheduled, periodic corrective actions to operate efficiently.

Answer : (C)

16. Which of the following is an element of bureaucratic organizations?

(A) Tasks, responsibilities, and authority are not divided clearly.

(B) Promotion within a company is based on who one knows.

(C) The owners of an organization manage or supervise the organization.

(D) Employees are hired on the basis of their technical training.

Answer : (D)

17. According to the elements of bureaucracy, which of the following is a criterion for promoting employees?

(A) Relationship with the managers

(B) Personal appearance

(C) Experience or achievement

(D) Political influence

Answer : (C)

18. Which of the following is true about the chain of command in Max Weber's bureaucracy?

(A) People in lower positions are protected by a grievance procedure.

(B) Organizational owners have the right to hire and fire employees.

(C) Organizational owners decide on who should be promoted.

(D) Tasks and responsibilities are clearly defined and divided.

Answer : (A)

19. According to bureaucratic management, _____ should supervise an organization.

(A) creditors

(B) business partners

(C) managers

(D) shareholders

Answer : (C)

20. When viewed in historical context, Weber's ideas about bureaucracy show that _____.

(A) arbitrary decision making supplanted logical rules and procedures in organizations

(B) personal gains scored over efficiency

(C) fairness supplanted favoritism in organizations

(D) political connections were given preference over merit for promotions in organizations

Answer : (C)

21. _____ developed the fourteen principles of management.

(A) Henri Fayol

(B) Max Weber

(C) Frank Gilbreth

(D) Elton Mayo

Answer : (A)

22. According to Henri Fayol's fourteen principles of management, _____ means that each employee should report to and receive orders from just one boss.

(A) unity of direction

(B) centralization

(C) remuneration

(D) unity of command

Answer : (D)

23. According to Henri Fayol's fourteen principles of management, which of the following is true of unity of direction?

(A) All employees should report to and receive orders from just one boss.

(B) Employees must put the organization's interests and goals before their own.

(C) There should be no overlapping responsibilities for the employees in an organization.

(D) One person and one plan should be used in deciding the activities to be carried out.

Answer : (D)

24. According to Henri Fayol's fourteen principles of management, _____ requires that compensation should be fair and satisfactory to both the employees and the organization.

(A) unity of direction

(B) centralization

(C) equity

(D) remuneration

Answer : (D)

25. According to Henri Fayol's fourteen principles of management, order can be achieved in an organization by _____.

(A) promoting individuals based on their political connections

(B) resolving conflicts by the process of compromise

(C) having a place for everyone and having everyone in his or her place

(D) completely centralizing the process of decision making

Answer : (C)

26. Mary Parker Follett believed that the best way to deal with conflict was _____.

(A) integration

(B) domination

(C) coercion

(D) compromise

Answer : (A)

27. According to Mary Parker Follett, _____ is an approach for dealing with conflict in which one party satisfies its desires and objectives at the expense of the other party's desires and objectives.

(A) resolution

(B) integration

(C) domination

(D) coercion

Answer : (C)

28. Two companies operating from the same building have a conflict over the parking facilities available to their employees. They fail to come to a conclusion beneficial to both the companies. Eventually, the company with fewer number of employees loses the conflict and is forced to stop using the parking facilities. Which of the following methods is used for resolving the conflict in the given scenario?

(A) Integrative conflict resolution

(B) Domination

(C) Accommodation

(D) Mediation

Answer : (B)

29. Two managers of a company have a conflict over resources required to complete their new projects. Both managers want the best employees of the firm to work in their projects. Eventually, they arrive at a decision where they equally share the number of top-performing employees. In the given scenario, which of the following methods have the managers used to resolve the conflict?

(A) Domination

(B) Coercion

(C) Compromise

(D) Mediation

Answer : (C)

30. According to Mary Parker Follett, _____ involves invention.

(A) domination

(B) integration

(C) coercion

(D) compromise

Answer : (B)

31. The Hawthorne Studies showed how _____ can influence work.

(A) organizational codes of ethics

(B) workers' feelings

(C) work quotas

(D) merit-based promotion

Answer : (B)

32. The Hawthorne Studies showed that _____.

(A) the workplace was much simpler than previously thought

(B) financial incentives were the most important motivators of work

(C) workers' feelings and attitude did not affect their work

(D) work performance is affected by group dynamics

Answer : (D)

33. Which of the following management theorists provided managers with a better understanding of the effect group social interactions and employee satisfaction have on individual and group performance?

(A) Henri Fayol

(B) Max Weber

(C) Elton Mayo

(D) Chester Barnard

Answer : (C)

34. According to Chester Barnard, which of the following statements is true about a zone of indifference?

(A) In this zone, managerial requests are not understood.

(B) In this zone, managerial directives are inconsistent with the purpose of an organization.

(C) In this zone, managerial requests are automatically accepted.

(D) In this zone, managerial authority is challenged.

Answer : (C)

35. According to Chester Bernard, people will be indifferent to managerial directives or orders if they _____.

(A) come from a peer rather than a senior

(B) are consistent with the purpose of an organization

(C) are incompatible with the people's personal interests

(D) cannot be carried out by those people

Answer : (B)

36. Which of the following is the term used for the amount and number of raw materials, parts, and finished products that a company has in its possession?

(A) Slack resources

(B) Databases

(C) Contingency

(D) Inventory

Answer : (D)

37. In a bottle-manufacturing company, the employees were divided into two teams to foster competition in order to increase production. Each team produced 100 bottles per day. When the managers of the company integrated the two teams into one, they found that the numbers of bottles produced per day was 300. This was due to the increased division of labor and coordination among the employees. This approach is an example of _____.

(A) entropy

(B) synergy

(C) anarchy

(D) atrophy

Answer : (B)

38. Which of the following is an advantage of the systems approach to management?

(A) It helps managers understand the effect of group social interactions on individual performance.

(B) It helps managers understand that good internal management of an organization is enough to ensure survival.

(C) It encourages managers to focus on better communication and cooperation within an organization.

(D) It forces managers to view their organization as separate, unrelated parts.

Answer : (C)

39. According to the _____, the most effective management theory or idea depends on the kinds of problems or situations that managers are facing at a particular time and place.

(A) principles of scientific management

(B) the human relations approach

(C) principles of administrative management

(D) the contingency approach

Answer : (D)

40. Which of the following is a practical implication of the contingency approach to management?

(A) Managers need to develop quantitative approaches to solve organizational problems.

(B) Managers need to spend more time analyzing problems before taking action to fix them.

(C) Managers need to group all problems as one.

(D) Managers can develop a universal management theory to solve all problems.

Answer : (B)

SHORTANSWER

41. _____ were the first to recognize the need for submitting requests in writing. A. Sumerians
B. Egyptians
C. Persians
D. Venetians
Answer : Egyptians

42. _____ was the first to use witnesses in legal cases. A. Hammurabi
B. al-Farabi
C. Cyrus
D. Cato
Answer : Hammurabi

43. _____ believed that management can and should be taught to others. A. Henri Fayol
B. Max Weber
C. Elton Mayo
D. Mary Parker Follett
Answer : Henri Fayol

44. According to _____, giving orders involves discussing instructions and dealing with resentment. A. Mary Parker Follett
B. Elton Mayo
C. Frederick Taylor

D. Frank Gilbreth
Answer : Mary Parker Follett

45. _____ was the management theorist who believed that workers ultimately grant managers their authority. A. Chester Barnard
B. Max Weber
C. Mary Parker Follett
D. Elton Mayo
Answer : Chester Barnard

46. _____ invented the micro chronometer.**Answer :** Frank Gilbreth

47. In _____, managers are supposed to influence employee behavior by fairly rewarding or punishing employees for compliance or noncompliance with organizational policies, rules, and procedures.**Answer :** bureaucracies

48. _____ proposed a comprehensive theory of cooperation in formal organizations.**Answer :** Chester Barnard

49. The _____ approach to management is derived from theoretical models in biology and social psychology developed in the 1950s and 1960s.**Answer :** systems

50. _____ are smaller systems that operate within the context of a larger system.**Answer :** Subsystems