Management 13th edition Daft Test Bank

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TRUE/FALSE

1 : The earliest forms of management were on the needs of people.
A : true
B : false

Correct Answer : B

2 : Management practices and perspectives vary in response to social, political, and economic changes in the larger society.
A : true
B : false

Correct Answer : A

3 : With a focus on things of production, management focus on meeting human needs for greater motivation and engagement to increase effectiveness.
A : true
B : false

Correct Answer : B

4 : The struggle to balance the things of production with the humanity of production has continued from the nineteenth century to today.
A : true
B : false

Correct Answer : A

5 : Social business is one of the oldest approaches in the evolution of management thinking and practice.
A : true
B : false

Correct Answer : B

6 : The classical perspective on management emerged during the nineteenth and early twentieth centuries.
A : true
B : false

Correct Answer : A

7 : The humanistic perspective contains three subfields: scientific management, bureaucratic organizations, and administrative principles.
A : true
B : false

Correct Answer : B

8 : Frederick W. Taylor developed systems thinking and emphasized the 14 principles of management that should guide managerial behavior.

A : true
B : false

Correct Answer : B

9 : Scientific management evolved with the use of precise procedures in place of tradition and rules of thumb.
A : true
B : false

Correct Answer : A

10 : A criticism of human relations management is that it ignores the social context and workers needs.
A : true
B : false

Correct Answer : B

11 : One of the criticisms of scientific management is it did not acknowledge variance among individuals.
A : true
B : false

Correct Answer : A

12 : Standardization of work and wage incentives are characteristics of behavioral science.
A : true
B : false

Correct Answer : B

13 : Scientific management developed a standard method for performing each job.
A : true
B : false

Correct Answer : A

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

Correct Answer : A

15 : Administrative acts and decisions recorded in writing is one of the six characteristics of the ideal bureaucracy.
A : true
B : false

Correct Answer : A

16 : Fayols unity of command principle emphasizes that each subordinate receives orders from

oneand only onesuperior.
A : true
B : false

Correct Answer : A

17 : The unity of direction principle proposes that similar activities in an organization should be grouped together under one manager.
A : true
B : false

Correct Answer : A

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

Correct Answer : B

19 : Scientific management focuses on employee competence, whereas the administrative principles approach focuses on work flow through the organization.
A : true
B : false

Correct Answer : B

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

Correct Answer : A

21 : Mary Parker Folletts approach to leadership stressed the importance of engineering techniques rather than people.
A : true
B : false

Correct Answer : B

22 : A social group within an organization is part of the informal organization.
A : true
B : false

Correct Answer : A

23 : The Hawthorne studies resulted in the movement towards scientific management.
A : true
B : false

Correct Answer : B

24 : The human relations movement initially espoused a dairy farm view of management, meaning that contented cows give more milk, and satisfied workers will produce more work.
A : true
B : false

Correct Answer : A

25 : The Hawthorne studies led to the early conclusion that positive human relations can lead to significantly higher performance.
A : true
B : false

Correct Answer : A

26 : Theory Y proposes that organizations can take advantage of the imagination and intellect of all of their employees.
A : true
B : false

Correct Answer : A

27 : According to Douglas McGregor, Theory X and Theory Y provide two opposing views of workers: Theory X recognizes that workers enjoy achievement and responsibility, whereas Theory Y recognizes that workers will avoid work whenever possible.
A : true
B : false

Correct Answer : B

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

Correct Answer : B

29 : Systems thinking develops theories about human behavior based on scientific methods and study.
A : true
B : false

Correct Answer : B

30 : Organization development is a specific set of management techniques based in the behavioral sciences approach.
A : true
B : false

Correct Answer : A

31 : Scientific management stresses the satisfaction of employees basic needs as the key to increased productivity.

A : true
B : false

Correct Answer : B

32 : Management science uses qualitative data in management decision making.
A : true
B : false

Correct Answer : B

33 : The field of management that specializes in the physical production of goods or services refers to operations management.
A : true
B : false

Correct Answer : A

34 : Information technology is the most recent subfield of the quantitative perspective.
A : true
B : false

Correct Answer : A

35 : The term quants refers to financial managers and others who base their decisions on complex quantitative analysis, under the assumption that using advanced mathematics and sophisticated computer technology can accurately predict how the market works.
A : true
B : false

Correct Answer : A

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

Correct Answer : B

37 : Weber perceived bureaucracy as a threat to basic personal liberties but also recognized it as the most efficient and rational form of organizing.
A : true
B : false

Correct Answer : A

38 : Discerning circles of causality is an important element of systems thinking.
A : true
B : false

Correct Answer : A

39 : Systems thinking refers to the fact that managers need to understand the synergy of the

separate elements of the organization in order to understand the synergy of the whole organization.
A : true
B : false

Correct Answer : B

40 : The contingency view tells managers that what works in one organizational situation works in all other situations.
A : true
B : false

Correct Answer : B

41 : Big data analytics is used by most corporations today.
A : true
B : false

Correct Answer : B

42 : Big data analytics can be thought of a direct descendant of the behavioral sciences approach to management.
A : true
B : false

Correct Answer : B

43 : An advantage to a bossless workplace is a reduced amount of money spent on training and development.
A : true
B : false

Correct Answer : B

44 : Out of all of the management perspectives, the classical perspective has been strongest from the 1950s until today.
A : true
B : false

Correct Answer : B

45 : Millennial employees are the most educated generation in the history of the United States.
A : true
B : false

Correct Answer : A

46 : Two ideas related to a technology-driven workplace are the bossless work environment and employee engagement.
A : true
B : false

Correct Answer : B

47 : Supply chain management refers to managing the sequence of suppliers and purchasers and covers all stages of processing, from obtaining raw materials to distributing finished goods to consumers.
A : true
B : false

Correct Answer : A

48 : The classical perspective to management assumes a universalist view as opposed to a case view.
A : true
B : false

Correct Answer : A

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

Correct Answer : A

SHORT RESPONSE

50 : List three of the basic ideas of scientific management.

Correct Answer : Students can list any three of the following: develop standard methods for performing each job; select workers with appropriate abilities for each job; train workers in standard methods; support workers by planning their work and eliminate interruptions; and provide wage incentives to workers for increased output.

51 : List the three assumptions associated with McGregors Theory X.

Correct Answer : (1) The average human being has an innate dislike of work and will avoid it if possible. (2) Because of the human characteristic of dislike for work, most people must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives. (3) The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

MULTIPLE CHOICE

52 : Which of the following statements regarding studying history is not true?
A : Studying history is a way to improve conceptual skills.
B : Studying history means developing an understanding of the impact of societal forces on organizations.
C : Studying history is a way to achieve strategic thinking.
D : Studying history means arranging events in chronological order.
E : None of these statements are correct.

Correct Answer : D

53 : Which of the following management perspectives occurred first?
A : Total quality management
B : Contingency view
C : Social business
D : Systems thinking
E : Humanistic perspective

Correct Answer : E

54 : A focus on _____ occurs when management focus is on meeting human needs for greater motivation and engagement to increase effectiveness.
A : humanity of production
B : adequate manpower
C : things of production
D : operations management
E : things of efficiency

Correct Answer : A

55 : Which of the following characteristics describe Millennial employees, in general?
A : Hesitant to question their superiors
B : Less educated than their peers
C : Globally conscious
D : Technologically inept
E : Hesitant to challenge the status quo

Correct Answer : C

56 : Jessica is a recent college graduate who grew up technologically adept. She is seeking a job that has a flexible, collaborative work environment that is challenging and supportive and has many opportunities for furthering her career. Based on this information, Jessica is most likely a _____ employee.
A : Baby Boomer
B : Generation X
C : Millennial
D : Generation Z
E : Traditionalist

Correct Answer : C

57 : Which of the following is considered to be a social media program?
A : Company online community page
B : Video channel
C : Microblogging platform
D : Wiki for virtual collaboration
E : All of these

Correct Answer : E

58 : What do Kaiser Permanente, General Motors, and Morgan Stanley Wealth Management

have in common?
A : They are all pioneers in using scientific management.
B : They all use social media technology to connect with their customers.
C : They are all currently experimenting with a bossless workplace.
D : They were early advocates of using quantitative techniques to facilitate management decision making.
E : None of these

Correct Answer : B

59 : The nineteenth and early twentieth centuries saw the development of which management perspective?
A : Human relations movement
B : Behavioral sciences approach
C : Classical perspective
D : Contingency view
E : Systems thinking

Correct Answer : C

60 : Which of the following perspectives emphasized a rational, scientific approach to the study of management and sought to turn organizations into efficient operating machines?
A : Humanistic perspective
B : Behavioral sciences approach
C : Classical perspective
D : Contingency view
E : Systems thinking

Correct Answer : C

61 : Which of the following is a subfield of the classical management perspective that emphasized scientifically determined jobs and management practices as the solution to improving labor productivity?
A : Human relations movement
B : Behavioral sciences approach
C : Management science
D : Systems thinking
E : Scientific management

Correct Answer : E

62 : 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.

Correct Answer : A

63 : Time and motion studies that resulted in drastic reduction in the time that 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.

Correct Answer : E

64 : Who is considered the first lady of management?
A : Mary Parker Follett
B : Lillian Gilbreth
C : Carly Fiorona
D : Maxine Weber
E : Anne Adams

Correct Answer : B

65 : The four subfields of the classical perspective include:
A : management science, behavioral sciences, human resources, and administrative principles.
B : bureaucratic organizations, management science, systems thinking, and human relations.
C : administrative principles, bureaucratic organizations, management science, and scientific management.
D : scientific management, management science, systems thinking, and management science.
E : none of these.

Correct Answer : C

66 : _____ is considered the father of scientific management.
A : Frank B. Gilbreth
B : Elton Mayo
C : Henry Gantt
D : Douglas McGregor
E : Frederick W. Taylor

Correct Answer : E

67 : 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

Correct Answer : B

68 : Frederick Taylors contributions were in the field of:
A : scientific management.
B : the human resources perspective.
C : the human relations movement.
D : management science.
E : the behavioral sciences approach.

Correct Answer : A

69 : Which of the following is not a criticism of scientific management?
A : It did not appreciate the social context of work.
B : It did not appreciate the higher needs of workers.
C : It did not appreciate the careful study of tasks and jobs.
D : It did not acknowledge variance among individuals.
E : It tended to regard workers as uninformed and ignored their ideas and suggestions.

Correct Answer : C

70 : Standardization of work and wage incentives are characteristics of:
A : bureaucratic organizations.
B : scientific management.
C : management science.
D : systems thinking.
E : behavioral sciences.

Correct Answer : B

71 : Which of the following 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.

Correct Answer : A

72 : 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 : None of these

Correct Answer : B

73 : The bureaucratic organizations approach is a subfield within:
A : the classical perspective.
B : systems thinking.
C : scientific management.
D : the humanistic perspective.
E : management science.

Correct Answer : A

74 : According to Webers ideas on bureaucracy, organizations should be based on:
A : personal loyalty.
B : personal references.
C : rational authority.
D : family ties.
E : charismatic authority.

Correct Answer : C

75 : Whereas scientific management focuses on _____, administrative principles approach focuses on _____.
A : individual productivity; the 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

Correct Answer : A

76 : 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 : the bureaucratic organizations approach.
C : management science.
D : the human resources perspective.
E : all of these.

Correct Answer : B

77 : All of the following are characteristics of Weberian bureaucracy except:
A : labor is divided with clear definitions of authority and responsibility.
B : positions are organized in a hierarchy, 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.

Correct Answer : E

78 : Max Weber felt selection of employees should be based on:
A : education.
B : competence.
C : connections.
D : political skills.
E : efficient systems.

Correct Answer : B

79 : 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 organizations approach
C : Scientific management
D : Humanistic perspective
E : Behavioral sciences approach

Correct Answer : D

80 : Positions organized in a hierarchy of authority is an important characteristic of:
A : scientific management.
B : the bureaucratic organizations approach.
C : management science.
D : the human relations movement.
E : the behavioral sciences approach.

Correct Answer : B

81 : UPS is successful in the package delivery market. One important reason for this success is the concept of:
A : globalization.
B : employee flexibility.
C : loose standards.
D : bureaucracy.
E : a nonbureaucratic organizational system.

Correct Answer : D

82 : Mary Parker Follett contributed to which of the following perspectives on management?
A : Humanistic perspective
B : Scientific management
C : Social business
D : Management science
E : Systems thinking

Correct Answer : A

83 : 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 : adequate manpower.

Correct Answer : C

84 : The use of specialization to produce more and better work with the same amount of effort is consistent with Fayols general management principle of:
A : unity of command.
B : unity of direction.
C : scalar chain.
D : division of work.
E : adequate manpower.

Correct Answer : D

85 : 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 organizations approach
C : Scientific management

D : Humanistic resources perspective
E : Behavioral sciences approach

Correct Answer : A

86 : _____ 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 : The scalar chain
E : Adequate manpower

Correct Answer : D

87 : Mary Parker Folletts approach to leadership stressed the importance of _____, rather than techniques.
A : systems
B : top managers
C : people
D : efficiencies
E : floor managers

Correct Answer : C

88 : Which of the following was a key finding in the Hawthorne studies?
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.

Correct Answer : E

89 : Chester Bernard felt that _____ could help a poorly managed organization.
A : bureaucracy
B : line managers
C : efficiencies
D : informal relationships
E : top-down flow of information

Correct Answer : D

90 : The findings provided by the Hawthorne studies provided the impetus for _____, despite flawed methodology or inaccurate conclusions.
A : the classical perspective
B : the human relations movement
C : scientific management
D : the bureaucratic organizations approach
E : systems thinking

Correct Answer : B

91 : 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.

Correct Answer : B

92 : A significant contribution of Chester Barnard was the concept of:
A : bureaucracy.
B : the informal organization.
C : organization development.
D : scientific management.
E : the traditional theory of authority.

Correct Answer : B

93 : The human resources perspective of management combines motivation theories with:
A : top management.
B : design of job tasks.
C : floor managers.
D : efficiencies.
E : profit maximization.

Correct Answer : B

94 : A dairy farm view of management (i.e., just as contented cows give more milk, satisfied workers will produce more work) was espoused by:
A : the human relations movement.
B : the human resources perspective.
C : the behavioral sciences approach.
D : management science.
E : none of these.

Correct Answer : A

95 : Maslows hierarchy of needs started with which of following needs?
A : Esteem
B : Self-actualization
C : Safety
D : Physiological
E : Belongingness

Correct Answer : D

96 : Tommy believes his employees are responsible, creative, and able to work with minimal direction. He is a _____ manager.
A : Theory X
B : Theory Y
C : Theory Z
D : Theory A
E : tradtionalist

Correct Answer : B

97 : Theory X and Theory Y were developed by:
A : Douglas McGregor.
B : Henry Gantt.
C : Max Weber.
D : Mary Parker Follett.
E : Frank Gilbreth.

Correct Answer : A

98 : Beth Brant, production supervisor at Trustworthy Tools Mfg., Inc. believes that her employees dislike work, avoid responsibility, and therefore need to be controlled and directed. Beth is a _____ manager.
A : Theory X
B : Theory Y
C : realistic
D : Theory Z
E : Theory J

Correct Answer : A

99 : According to Douglas McGregor, the classical perspective on management was based on _____ assumptions about workers.
A : Theory X
B : Theory Y
C : Theory Z
D : Theory A
E : realistic

Correct Answer : A

100 : The behavioral sciences approach is based on which of the following disciplines?
A : Anthropology
B : Economics
C : Sociology
D : Psychology
E : All of these

Correct Answer : E

101 : Organization development is one specific set of management techniques based in:
A : management science.
B : systems thinking.
C : the behavioral sciences approach.
D : scientific management.
E : the administrative principles approach.

Correct Answer : C

102 : Forestville Freeze is regionally known for its employee training programs. Managers at Freeze conduct research to determine the best candidate interviewing techniques. This involves

the use of:
A : the administrative principles approach.
B : the bureaucratic organizations approach.
C : the behavioral sciences approach.
D : the human resources perspective.
E : scientific management.

Correct Answer : C

103 : Management science 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.

Correct Answer : A

104 : Which of the following refers to the management thinking and practice that stresses the satisfaction of employees basic needs as the key to increased worker productivity?
A : Scientific management
B : Human resources perspective
C : Management science
D : Behavioral sciences approach
E : Human relations movement

Correct Answer : E

105 : 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 subfield of the classical perspective does Roger apply most at his work?
A : Quantitative perspective
B : Qualitative perspective
C : Administrative principles approach
D : Behavioral sciences approach
E : Scientific management

Correct Answer : A

106 : _____ emphasizes the importance of understanding human behaviors, needs, and attitudes in the workplace, as well as social interactions and group processes.
A : The humanistic perspective
B : The classical perspective
C : Scientific management
D : The bureaucratic organizations approach
E : The contingency view

Correct Answer : A

107 : 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.

Correct Answer : C

108 : Disneys FastPass program is an example of the application of:
A : unity of direction.
B : quantitative techniques.
C : big data analytics.
D : qualitative techniques.
E : supply chain management.

Correct Answer : B

109 : Operations research grew directly out of World War II groups and is based on:
A : group dynamics.
B : employees in crisis.
C : production in turbulent times.
D : mathematical model building.
E : none of these.

Correct Answer : D

110 : Which of the following refers to financial managers and others who base their decisions on complex quantitative analysis, under the assumption that using advanced mathematics and sophisticated computer technology can accurately predict how the market works?
A : Stems
B : Yuppies
C : Quals
D : Quants
E : Fins

Correct Answer : D

111 : The most recent subfield of the quantitative perspective is _____, which is often 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

Correct Answer : C

112 : 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.

Correct Answer : C

113 : By using the personal data that you put on your page, Facebook tracks and monitors your online behavior and then searches through all that data to identify and suggest potential friends. This is an example of:
A : social business.
B : engagement.
C : management science.
D : synergy.
E : big data analytics.

Correct Answer : E

114 : 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

Correct Answer : A

115 : Which of the following is not an assumption of Theory Y?
A : The average human being learns, under proper conditions, not only to accept but to seek responsibility.
B : The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is narrowly distributed in the population.
C : External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives.
D : Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.
E : The expenditure of physical and mental effort in work is as natural as play or rest.

Correct Answer : B

116 : 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.

Correct Answer : A

117 : 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 : Social business
D : Scientific management
E : None of these

Correct Answer : B

118 : Henri Fayol and Charles Clinton Spaulding were significant contributors to:
A : management science.
B : the human relations movement.
C : the administrative principles approach.
D : systems thinking.
E : scientific management.

Correct Answer : C

119 : In a(n) _____, every situation is viewed as unique.
A : universalist
B : contingency
C : case
D : scientific management
E : autonomy

Correct Answer : C

120 : 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

Correct Answer : D

121 : A consultant who recommends the effectiveness of sensitivity training to every organization he serves is violating the basics of:
A : systems thinking.
B : organization development.
C : contingency view.
D : scientific management.
E : the acceptance theory of authority.

Correct Answer : C

122 : Which of the following has been called the father of African-American management?
A : Max Weber
B : Frank B. Gilbreth
C : Peter Drucker
D : Charles Clinton Spaulding
E : Frederick Winslow Taylor

Correct Answer : D

123 : Which of the following is an advantage that social media technology offers?
A : Improved efficiency
B : Improved communication and collaboration within and across firms
C : Strong, more authentic relationships between managers and employees
D : Knowledge sharing
E : All of these

Correct Answer : E

124 : Which of the following is not an advantage to a bossless work environment?
A : Increased flexibility
B : Greater employee initiative
C : Higher overhead costs
D : Greater employee commitment
E : Better and faster decision making

Correct Answer : C

125 : Deutsche Post DHL Group (DHL) has a culture that encourages job satisfaction. Some examples of the tactics the company uses include thanking employees for their contributions through thank-you notes and monetary rewards, supporting career development, and communicating honestly with employees. Thus, it can be said that DHL uses employee _____ tactics to manage their workers.
A : synergy
B : collaboration
C : engagement
D : empowerment
E : bureaucracy

Correct Answer : C

126 : In the 2015 Management Tools and Trends survey by Bain & Company, top concerns of managers as revealed in the survey include all of the following except:
A : the threat of cyber attacks.
B : the pace of change brought about by digital technologies.
C : increasing costs and slow growth.
D : decreasing customer loyalty.
E : pessimism about the economy recovery.

Correct Answer : E

127 : Which of the following refers to managing the sequence of suppliers and purchasers and covers all stages of processing, from obtaining raw materials to distributing finished goods to consumers?
A : E-commerce
B : Social business
C : Supply chain management
D : Knowledge management
E : Customer relationship management

Correct Answer : C

128 : According to a recent survey conducted by Bain & Company, which management tool or technique is the most popular among managers and executives in North American firms?
A : Customer relationship management
B : Outsourcing
C : Total quality management
D : Employee engagement surveys
E : Benchmarking

Correct Answer : D

129 : According to a recent survey conducted by Bain & Company, which management tool or technique is most popular in global organizations today?
A : Benchmarking
B : Big data analytics
C : Supply chain management
D : Customer relationship management
E : Employee engagement surveys

Correct Answer : D

130 : Scenario - Britney MarrThe 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 she recognized this as an opportunity to expand her market into wheat crackers.Marrs behavior provides an example of:
A : the use of the scalar chain.
B : division of organization.
C : the principle of inversion.
D : unity of direction.
E : all of these.

Correct Answer : D

131 : Scenario - Britney MarrThe 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 she recognized this as

an opportunity to expand her market into wheat crackers.Marrs management style reflects a belief in:
A : Theory Y.
B : developing her employees through control.
C : Theory X.
D : all of these.
E : none of these.

Correct Answer : A

132 : Scenario - Britney MarrThe 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 she recognized this as an opportunity to expand her market into wheat crackers.From a systems thinking perspective,:
A : Marr should manage the separate units of Baked Wheat Industries independently.
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.

Correct Answer : B

133 : Scenario - Britney MarrThe 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 she recognized this as an opportunity to expand her market into wheat crackers.The contingency view 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 (ROI), 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.

Correct Answer : E

FILL IN THE BLANK

134 : _____ emphasizes scientifically determined jobs and management practices as the way to improve efficiency and labor productivity.

Correct Answer : Scientific management

135 : A subfield of the classical perspective is the _____, which emphasizes management on an impersonal, rational basis through elements such as clearly defined authority and responsibility, formal recordkeeping, and separation of management and ownership.

Correct Answer : bureaucratic organizations approach

136 : The _____ stresses the satisfaction of employees basic needs as the key to increased productivity.

Correct Answer : human relations movement

137 : A(n) _____ is a set of interrelated parts that function as a whole to achieve a common purpose.

Correct Answer : system

138 : 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 turn organizations efficient operating machines is called _____.

Correct Answer : classical perspective

139 : _____ means looking not just at discrete parts of an organizational situation, but also at the continually changing interactions among the parts.

Correct Answer : Systems thinking

140 : _____ refers to using social media technologies for interacting with and facilitating communication and collaboration among employees, customers, and other stakeholders.

Correct Answer : Social business

141 : A subfield of the classical perspective that focuses on the total organization rather than the individual worker and delineates the management functions of planning, organizing, commanding, coordinating, and controlling is called the _____.

Correct Answer : administrative principles approach

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

Correct Answer : unity of direction

143 : The _____ on management emphasizes the importance of understanding human behaviors, needs, and attitudes in the workplace.

Correct Answer : humanistic perspective

144 : The _____ suggests that jobs should be designed to meet peoples higher-level needs by allowing employees to use their full potential.

Correct Answer : human resources perspective

145 : The _____ draws from psychology, sociology, and other social sciences to develop theories about human behavior and interaction in an organizational setting.

Correct Answer : behavioral sciences approach

146 : _____, also called the quantitative perspective, uses mathematics, statistical techniques, and computer technology to facilitate management decision making, particularly for complex problems.

Correct Answer : Management science

147 : _____ refers to the field of management that specializes in the physical production of goods or services.

Correct Answer : Operations management

148 : The concept that the whole is greater than the sum of its parts is known as _____.

Correct Answer : synergy

149 : The _____ tells managers that what works in one organizational situation might not work in others.

Correct Answer : contingency view

150 : _____ refers to technologies, skills, and processes for searching and examining massive, complex sets of data that traditional data processing applications cannot handle to uncover hidden patterns and correlations.

Correct Answer : Big data analytics

151 : _____ refers to managing the sequence of suppliers and purchasers and covers all stages of processing, from obtaining raw materials to distributing finished goods to consumers.

Correct Answer : Supply chain management

152 : _____ means that people are involved in their jobs and are satisfied with their work conditions, contribute enthusiastically to meeting team and organizational goals, and feel a sense of belonging and commitment to the organization and its mission.

Correct Answer : Engagement

ESSAY

153 : Discuss the contributions and criticisms of Taylors scientific management.

Correct Answer : Contributions of scientific management are that it demonstrated the importance of compensation for performance, initiated the careful study of tasks and jobs, and demonstrated the importance of personnel selection and training. Criticisms of scientific management are that it did not appreciate the social context of work and higher needs of workers, did not acknowledge variance among individuals, and tended to regard workers as uninformed and ignored their ideas and suggestions.

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.

Correct Answer : Fayol is associated with the administrative principles approach, focusing on the manager level. Taylor is associated with scientific management, and he focused on the work level. Weber is associated with the bureaucratic organizations approach, and his focus was on the level of the organization.

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

Correct Answer : Researchers, working under the direction of Harvard professors Elton Mayo and Fritz Roethlisberger, 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.

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

Correct Answer : Refer to Exhibit 2.5 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.

157 : Briefly describe systems thinking, including synergy.

Correct Answer : Systems 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 system is a set of interrelated parts that function as a whole to achieve a common purpose. Subsystems are part of a system, such as an organization, that depend on one another. Changes in one part of the system (the organization) affect other parts. Managers need to understand the synergy of the whole organization, rather than just the separate elements, and to learn to reinforce or change whole system patterns. Synergy means that the whole is greater than the sum of its parts. The organization must be managed as a coordinated whole.

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

Correct 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.

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.

Correct Answer : Many companies use Facebook, LinkedIn, Twitter, YouTube, online community pages, and video streams to reach out to and get feedback from customers, clients, and other stakeholders in an effort to build relationships. Social media 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.

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.

Correct Answer : Classical perspective main characteristics:Scientific management seeks to improve productivity by employing standardized methods for performing each job and selecting and training appropriate workers; gives wage incentives; is well illustrated by assembly-line production.The bureaucratic organizations approach is impersonal with clearly defined roles of authority and responsibility, and strict recordkeeping; is often seen as a threat to personal liberty.The administrative principles approach focuses on increasing productivity of the entire organization as opposed to the productivity of individual workers.Humanistic perspective main characteristics:The human relations movement seeks to satisfy employee needs in order to increase production.The human resources perspective suggests that jobs should be designed to meet people’s higher-level needs by allowing employees to use their full potential.The behavioral sciences approach uses disciplines such as psychology and sociology to assess human interactions in the workplace.

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

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

162 : Systems thinking is a management concept that considers all of 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 a change in one part of a system (or organization,

product, or community) can affect the whole system (or organization, product, or community) either to its benefit or detriment. List some contingencies that might influence a managers decision making. Use your imagination in choosing a system that is managed.

Correct 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 three-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.

163 : The bossless 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 bossless workplace, and all workers are created equal. What additional management technique must be practiced in order to facilitate a bossless workplace? In your judgment, is going bossless a realistic approach to todays workplace?

Correct Answer : The bossless 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 nonhierarchical system. All workplaces do not lend themselves to the bossless 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 goals 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 technology, and where they can have a part in decision making. As such, many workers will seek out a company that leans toward being bossless.