Organizational Behavior and Theory in Healthcare Leadership Perspectives and Management Applications 1st edition Walston Test Bank

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Organizational Behavior and Theory in Healthcare Leadership Perspectives and Management Applications 1st edition W

1. ch12-001
Performance management occurs almost exclusively at the department level of a firm.

a. True
*b. False

2. ch12-002
Performance management systems vary, and no one type of system is best suited for every organization.

*a. True
b. False

4. ch12-004
Balanced scorecards were invented to help manage multiple, concurrent projects.

a. True
*b. False

5. ch12-005
Research has shown that most workers believe that individual performance management systems help improve their performance.

a. True
*b. False

6. ch12-006
Individual performance management systems often become ineffective when they focus both on allocating rewards and identifying developmental needs.

*a. True
b. False

7. ch12-007
Advocates of forced distribution claim that it helps resolve rater inflation and helps to differentiate and accurately reward performance.

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*a. True
b. False

8. ch12-008
Most firms now use 360-degree feedback appraisal systems for all employees.

a. True
*b. False

9. ch12-009
360-degree feedback is best used for development and not as a rating tool.

*a. True
b. False

10. ch12-010
Some healthcare accreditation agencies require competency-based appraisals.

*a. True
b. False

11. ch12-011
Performance management is a process of establishing performance standards and evaluating performance to ensure that goals are being effectively accomplished.

*a. True
b. False

12. ch12-012
Critical metrics used in performance management that are directly tied to strategic organizational goals are called *successful performance indicators*.

a. True
*b. False

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13. ch12-013
A Gantt chart is a bar chart that shows the schedules of a single project or multiple projects.

*a. True
b. False

14. ch12-014
The balanced scorecard metrics should support an organization's mission and vision.

*a. True
b. False

15. ch12-015
Often, problems with individual performance management systems occur because of the dual goals that many companies pursue through performance appraisals. These goals are restricting rewards and identifying developmental needs.

a. True
*b. False

16. ch12-016
Numerical rating systems often encourage employees and managers to focus on performance outcomes and their resultant rewards.

*a. True
b. False

17. ch12-017
For maximum effectiveness, annual performance appraisals should be the singular feedback event to guide an employee's job performance.

a. True
*b. False

18. ch12-018
Competency models appraise individuals based on the skills,

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knowledge, and characteristics that are important for attaining positive job outcomes.

*a. True
b. False

19. ch12-019
Performance management can be used to support which of the following?

a. Pay and promotion decisions
b. Employee development
c. Profitability
d. Reductions in staff
*e. All of the above
f. Choices A and B

20. ch12-020
KPIs should be

*a. set for every key objective.
b. limited to only top corporate objectives.
c. made to expire after a set time limit.
d. created prior to strategic objectives.

21. ch12-021
Which of the following is not one of the traditional areas monitored in a balanced scorecard?

a. Internal business processes
b. Learning and growth
*c. Quality improvement
d. Financial measures

22. ch12-022
Individual performance management systems often fail because

*a. they are considered threatening to both managers and employees.
b. they are poorly developed tools.
c. they have inadequate processes.
d. of informal pressures.

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23. ch12-023
What is another name for stacked ranking systems?

a. Employee self-classification
*b. Forced ranking
c. Stepped ranking
d. Competitive reward system

24. ch12-024
If numerical rating scales are used, they generally should be in what range?

a. 1–3
*b. 1–5
c. 1–10
d. 1–100

25. ch12-025
A 360-degree feedback appraisal system is often not used because

*a. it is too time consuming.
b. results are subject to opinions.
c. employees do not accept the feedback.
d. the rating system often breaks down.

26. ch12-026
Which of the following is an advantage of competency-based appraisal systems?

a. They provide constant, clear criteria for evaluating employees.
b. They help establish consistency and fairness.
c. They set clear employee work expectations.
d. They are based on the skills needed for positive job outcomes.
*e. All of the above
f. None of the above

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1. ch02-001
A large majority of American workers feel disengaged from their work.

*a. True
b. False

2. ch02-002
Hierarchy of command is similar to chain of command.

*a. True
b. False

3. ch02-003
Max Weber's writings and principles became the foundation for public administration and civil service systems.

*a. True
b. False

4. ch02-004
The scalar principle is practiced in almost all United States firms.

a. True
*b. False

5. ch02-005
The proper use of a mission and vision can facilitate the coordinative principle.

*a. True
b. False

6. ch02-006
Abraham Maslow postulated that higher-level needs could be achieved without first addressing lower-level needs.

a. True
*b. False

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7. ch02-007
Theory X and Y are based on the premise that managers perceive employees differently and that these perceptions affect how they treat employees.

*a. True
b. False

8. ch02-008
Most current management theories are based upon a closed systems approach.

a. True
*b. False

9. ch02-009
Officeholders being selected based on their technical qualifications reflects the characteristic of impersonality.

*a. True
b. False

10. ch02-010
The Hawthorne studies refocused management strategy from scientific management to include social and psychological aspects of human behavior.

*a. True
b. False

11. ch02-011
The scalar principle suggests that subordinates at each level should communicate only to their immediate supervisor or subordinate.

*a. True
b. False

12. ch02-012
The scalar principle suggests that staff members provide

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advice and ideas, whereas line management's job is to get things done.

a. True
*b. False

13. ch02-013
The contingency approach suggested that there was no one best way to organize and manage; rather, management style should depend on environmental factors.

*a. True
b. False

14. ch02-014
A closed systems approach indicates that firms are highly influenced and affected by their environments.

a. True
*b. False

15. ch02-015
If organizations are "fit," they should be aligned or matched with their environments.

*a. True
b. False

16. ch02-016
Which of the following was *not* part of Weber's ideal bureaucracy?

a. Hierarchy of command
b. Advancement based on achievement
c. Specialization of labor
*d. Merit pay

17. ch02-017
Which of the following was one of the first management writers to propose that people be advanced based upon their achievements, skills, and performance?

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a. Maslow
*b. Weber
c. Fayol
d. Gulick

18. ch02-018
Which of the following uses the functional principle?

*a. Job descriptions
b. Job enlargement
c. The scalar principle
d. The coordinative principle

19. ch02-019
The coordinative principle can be assisted by having an effective

a. job description.
b. scalar structure.
*c. mission and vision.
d. matrix structure.

20. ch02-020
Maslow’s hierarchy of needs contains how many levels?

a. 3
b. 4
*c. 5
d. 7

21. ch02-021
Which is the highest level of need according to Maslow?

a. Physical
b. Social and belonging
c. Esteem
*d. Self-actualization

22. ch02-022
A Theory Y manager believes that employees

a. avoid and dislike work.
b. need restrictive controls.

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*c. should be involved in decision making.
d. may be gullible and easy to manipulate.

23. ch02-023
Key factors affecting the contingency approach to management and structure include which of the following?

a. Technology
b. Suppliers
c. Government
d. Unions
*e. All of the above
f. None of the above

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