Human Relations - Career Relationships and You v5 0 1st edition Portolese Test Bank

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Chapter 1: What Is Human Relations?

TRUE/FALSE

1. Human relations refers to the way a company arranges people, jobs, and communications so that work can be performed.
   ANS: False DIF: Easy REF: Section 1.1

2. The classical school of management focuses on efficiency.
   ANS: True DIF: Easy REF: Section 1.1

3. Fayol, in his Fourteen Principles of Management, maintained that interests of one person should have priority over the interests of the organization as a whole.
   ANS: False DIF: Easy REF: Section 1.1

4. The behavioral science approach used psychology, sociology, and other human relations aspects to help researchers understand the organizational environment.
   ANS: True DIF: Easy REF: Section 1.1

5. How we think, what we feel, and our normal behavior characterize what our colleagues come to expect of us, both in behavior and the expectation of their interactions with us.
   ANS: True DIF: Easy REF: Section 1.3

6. One's favorable or unfavorable feelings toward people, things, or situations are defined as values.
   ANS: False DIF: Easy REF: Section 1.3

7. With self-awareness, we can make changes that eventually result in better human relations.
   ANS: True DIF: Easy REF: Section 1.3

8. We may not always understand someone else's perception and/or assume their perception is our own.
   ANS: True DIF: Easy REF: Section 1.4

9. Height, skin color, and gender influence the way we see the world.
   ANS: True DIF: Easy REF: Section 1.4

10. Conflict is always harmful and should be completely avoided in the workplace.
    ANS: False DIF: Easy REF: Section 1.2

MULTIPLE CHOICE

11. _____ refer(s) to the way a company arranges people, jobs, and communications so that work can be performed.
    a. Total person approaches
    b. Organizational structures
    c. Human relations
    d. Scalar chains
    e. Telecommuting
    ANS: b DIF: Easy REF: Section 1.1

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12. _____ is giving employees freedom in making decisions about how their work gets done.
    a. Organizational structuring
    b. Building human relations
    c. Empowerment
    d. Adopting a total person approach
    e. Centralization
    ANS: c DIF: Easy REF: Section 1.1

13. _____ recognizes that an organization employs not just someone with skills but rather the whole individual.
    a. Centralization
    b. Empowerment
    c. The classical school of management
    d. The total person approach
    e. The Hawthorne effect
    ANS: d DIF: Easy REF: Section 1.1

14. William is an enthusiastic and ambitious young man who hopes to become an assistant manager soon. He works well in teams and his colleagues like him a lot. One of the problems he faces at work is that he has to consult his manager for every small change he makes or wants to make. This is hindering his performance and affecting his morale. Which of the following would most contribute to improving William's performance and morale?
    a. human relations
    b. organizational structure
    c. empowerment
    d. total person approach
    e. centralization
    ANS: c DIF: Hard REF: Section 1.1

15. Jen, a team lead, is a bright young woman. Apart from work, she is passionate about photography, her latest hobby. Last month, the company sponsored her participation in a photography competition held in another city. Which of the following would best explain the company's actions?
    a. halo effect
    b. empowerment
    c. Hawthorne effect
    d. facade
    e. total person approach
    ANS: e DIF: Moderate REF: Section 1.1

16. _____ relates to the time when research of human relations focused on efficiency.
    a. The classical school of management
    b. The behavioral school of management
    c. Hawthorne studies
    d. The total person approach
    e. The management science school
    ANS: a DIF: Easy REF: Section 1.1

17. According to Fayol, _____ is the right to give orders and accountability within those orders.
    a. discipline
    b. authority

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c. unity of command
d. unity of direction
e. equity
ANS: b DIF: Easy REF: Section 1.1

18. According to Fayol, _____ is penalties applied to encourage common effort, as a successful organization requires the common effort of all workers.
a. authority
b. unity of direction
c. remuneration
d. scalar chain
e. discipline
ANS: e DIF: Easy REF: Section 1.1

19. In the 1920s when employees had begun to unionize, the _____ began to look at the human aspect of workers.
a. behavioral school of management
b. behavioral science approach
c. management science school
d. classical school of management
e. total person approach
ANS: a DIF: Easy REF: Section 1.1

20. Which of the following explains the Hawthorne effect?
a. Good feelings are created among employees when mangers encourage harmony.
b. Workers work harder when they receive attention and feel cared about.
c. The amount of decision making is increased as a result of greater importance of subordinates' roles.
d. Retention of employees increase as cost of hiring rises.
e. Workers become self-directed as management encourages initiatives.
ANS: b DIF: Easy REF: Section 1.1

21. _____ explores management techniques and the effect on worker satisfaction as opposed to focusing on productivity.
a. The management science school
b. The Hawthorne study
c. The behavioral science approach
d. The behavioral school of management
e. The total person approach
ANS: c DIF: Easy REF: Section 1.1

22. _____ focused on statistical aspects of human relations due to the increase in technology.
a. Hawthorne studies
b. The behavioral science approach
c. The behavioral school of management
d. The management science school
e. The classical school of management
ANS: d DIF: Easy REF: Section 1.1

23. _____ is the practice of employers allowing employees to perform their jobs from a location other than a central office.

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a. Remote work
b. Distancing
c. Decentralization
d. Buffering
e. Remote sensing
ANS: a DIF: Easy REF: Section 1.1

24. Which of the following is a benefit of remote work for employers?
a. increased idleness
b. higher productivity
c. unsatisfied social needs
d. easy review and evaluation
e. increased employee needs
ANS: b DIF: Easy REF: Section 1.1

25. A set of traits that can explain or predict a person's behavior in a variety of situations is:
a. personality
b. attitude
c. perception
d. projection
e. redemption
ANS: a DIF: Easy REF: Section 1.3

26. Which of the following is true about personality?
a. It consists of the things we find most important to us.
b. It is our favorable or unfavorable opinion toward people, things, or situations.
c. It is a set of characteristics that reflect the way we think and act in a given situation.
d. Our personality helps determine our values.
e. It is defined as relations with or between people.
ANS: c DIF: Easy REF: Section 1.3

27. "I am sure Stuart wouldn't mind us using his desk. He is very easy-going." Which of the following would best explain this expectation of Stuart's behavior?
a. Stuart's values
b. Stuart's efficacy
c. nature factors
d. reverse halo effect
e. Stuart's personality
ANS: e DIF: Moderate REF: Section 1.3

28. _____ are the things people find most important to them.
a. Personalities
b. Attitudes
c. Perceptions
d. Values
e. Behaviors
ANS: d DIF: Easy REF: Section 1.3

29. _____ are favorable or unfavorable opinions or feelings toward people, things, or situations.
a. Values
b. Competencies

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c. Skills
d. Priorities
e. Attitudes
ANS: e DIF: Easy REF: Section 1.3

30. _____ is the recognition and interpretation of sensory stimuli based upon our memory.
a. Perception
b. Projection
c. The Hawthorne effect
d. Scalar chain
e. Centralization
ANS: a DIF: Easy REF: Section 1.4

31. Which of the following is true about perception?
a. Everyone sees things in the same way.
b. It is spending time in a comfortable physical environment.
c. It is the way one interprets data around oneself.
d. It is about trying to avoid negative thinking.
e. It is being conscious of negative thoughts.
ANS: c DIF: Easy REF: Section 1.4

32. "I'm sure the seaweed salad will taste horrible," remarked Dorothy, although she had never had it before. Which of the following has made the most impact on the speaker's perception?
a. interest
b. needs
c. peer group
d. expectation
e. gender
ANS: d DIF: Moderate REF: Section 1.4

33. _____ assumes that if a person has one trait we like, that all traits must be desirable.
a. The behavioral science approach
b. The halo effect
c. Buffering
d. Projection
e. The Johari window
ANS: b DIF: Easy REF: Section 1.4

34. "She is so well dressed. I'm sure she'd make a great CEO." Which of the following is this an example of?
a. Hawthorne effect
b. buffering
c. projection
d. halo effect
e. blind spot
ANS: d DIF: Moderate REF: Section 1.4

35. _____ is if we find an undesirable trait in someone, we assume all traits are undesirable.
a. Johari effect
b. Hawthorne effect
c. Reverse halo effect

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d. Scalar chain effect
e. Blind effect
ANS: c DIF: Easy REF: Section 1.4

36. "I am sure Joey won't be able to draw the diagram. Even his essay wasn't good last time." Which of the following would best describe this conclusion?
    a. self-efficacy
    b. blind spot effect
    c. Johari window effect
    d. reverse halo effect
    e. Hawthorne effect
    ANS: d DIF: Moderate REF: Section 1.4

37. Empathy is one of the main human relations skills and allows a person to
    a. understand the feelings of another person.
    b. resolve a dispute.
    c. have self-confidence.
    d. have a world view of issues.
    e. work from home.
    ANS: a DIF: Easy REF: Section 1.2

38. Research discussed in the chapter found that which personality characteristic was most strongly associated with future career success outcomes?
    a. neuroticism
    b. extroversion
    c. dominance
    d. self-awareness
    e. conscientiousness
    ANS: a DIF: Moderate REF: Section 1.3

39. Our attitude is ultimately about how we set our:
    a. values
    b. schedule
    c. priorities
    d. goals
    e. expectations
    ANS: e DIF: Easy REF: Section 1.3

40. Miles finds reading to be more enjoyable than watching movies. However, when he moves and makes a new set of friends who prefer watching movies, he finds that he eventually prefers watching movies as well. This is an example of how a peer group influences:
    a. values
    b. attitude
    c. perception
    d. personality
    e. expectations
    ANS: c DIF: Easy REF: Section 1.4

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41. A global retail company allows each of its store managers in different countries to set local pricing, choose product displays, and make hiring decisions without needing approval from headquarters. Which organizational characteristic does this best illustrate?
    a. hierarchical control
    b. centralized decision making
    c. standardized management
    d. empowered autonomy
    e. decentralized decision making
    ANS: e DIF: Hard REF: Section 1.1

42. Which of the following is considered a "nature" factor in the development of personality?
    a. genetic inheritance
    b. religious affiliation
    c. peer group influence
    d. cultural values
    e. parenting style
    ANS: a DIF: Easy REF: Section 1.3

43. _____ is the ability to understand and share the feelings of another person.
    a. Communication
    b. Perception
    c. Empathy
    d. Empowerment
    e. Conscientiousness
    ANS: c DIF: Easy REF: Section 1.2

44. Which of the following human relations skills is most important when attempting to clearly convey ideas and build trust with coworkers?
    a. communication
    b. projection
    c. decentralization
    d. authority
    e. centralization
    ANS: a DIF: Moderate REF: Section 1.2

45. Sanjit becomes frustrated when project deadlines overlap, but they use exercise and time management to remain calm and productive at work. Which human relations skills is Sanjit demonstrating?
    a. conflict avoidance
    b. stress management
    c. empowerment
    d. projection
    e. perception
    ANS: b DIF: Moderate REF: Section 1.2

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46. According to the chapter, why can't AI truly demonstrate empathy?
    a. AI cannot process language.
    b. AI does not experience emotions and relies on patterns.
    c. AI cannot analyze personality traits.
    d. AI cannot communicate with users.
    e. AI cannot learn from interactions.
    ANS: b DIF: Moderate REF: Section 1.3

47. The MBTI dimension that evaluates whether a person prefers logic or people-oriented decision making is:
    a. introversion versus extroversion
    b. sensing versus intuition
    c. thinking versus feeling
    d. judging versus perceiving
    e. dominance versus steadiness
    ANS: c DIF: Moderate REF: Section 1.3

48. One challenge of virtual communication discussed in the chapter is:
    a. increased authority
    b. reduced organizational structure
    c. inability to observe body language cues
    d. improved empathy
    e. greater decentralization
    ANS: c DIF: Easy REF: Section 1.1

COMPLETION

49. _____ means that workers should receive orders from only one manager.
    ANS: Unity of command DIF: Easy REF: Section 1.1

50. _____ refers to how authority is divided among managers.
    ANS: Scalar chain DIF: Easy REF: Section 1.1

51. _____ is a set of characteristics that reflect the way we think and act in a given situation.
    ANS: Personality DIF: Easy REF: Section 1.3

52. Having a _____ is a key component to having good human relations at work and in our personal lives.
    ANS: positive attitude DIF: Easy REF: Section 1.3

53. Our _____ are favorable or unfavorable opinions toward people, things, or situations.
    ANS: attitudes DIF: Easy REF: Section 1.3

54. _____ is the way one interprets data around oneself.
    ANS: Perception DIF: Easy REF: Section 1.4

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55. _____ needs, such as food and water (or lack thereof), can influence how we feel about certain situations.
ANS: Physiological DIF: Easy REF: Section 1.4

56. The DISC personality test uses four personality traits to understand a person: Dominance, Influence, _____, and Conscientiousness.
ANS: Steadiness DIF: Easy REF: Section 1.3

57. A _____ economy is the hiring of independent workers for pre-determined lengths of time.
ANS: gig DIF: Easy REF: Section 1.1

58. Frederick W. Taylor was an engineer who today is known as the father of _____.
ANS: scientific management DIF: Hard REF: Section 1.1

59. The lack of _____ indicators in virtual communication situations can make it more difficult to communicate using traditional methods.
ANS: body language DIF: Moderate REF: Section 1.1

60. _____ refers to the way a company arranges people, jobs, and communications so that work can be performed.
ANS: Organizational structure DIF: Moderate REF: Section 1.1

61. An example of _____ is understanding how someone could be disappointed about not getting a promotion.
ANS: empathy DIF: Easy REF: Section 1.2

ESSAY

62. What is human relations? What are the advantages of having good human relations skills?
ANS:
Suggested Answer: We can define human relations as relations with or between people, particularly in a workplace or professional setting. There are many advantages to having good human relations skills. First, several of the top reasons people lose their job relate back to a lack of human relations skills—for example, the inability to work within a team, insubordination, or poor performance. Other reasons, perhaps not directly related to human relations, include absenteeism, poor performance, stealing, political reasons, downsizing, and sabotage. Second, people who communicate goals, take initiative, and show leadership potential are more likely to be promoted. Since many companies' organizational structures depend upon people working together, positive human relations skills reduce conflict in the workplace, thereby making the workplace more productive.
DIF: Moderate REF: Section 1.1

63. Explain the total person approach and include an example.
ANS:
Suggested Answer: Most organizations employ a total person approach. This approach recognizes that an organization does not just employ someone with skills, but rather, the whole person. This person comes with biases, personal challenges, human relations skills,

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and technical skills as well as experiences. By looking at a person from this perspective, an organization can begin to understand that what happens to an employee outside of work can affect their job performance. For example, assume Kathy is doing a great job at work but suddenly starts to arrive late, leave early, and take longer lunches. Upon further examination, we might find that Kathy is having childcare issues because of her divorce. Because of a total person approach, her organization might be able to rearrange her schedule or work with her to find a reasonable solution. This links to human relations because we are not just people going to work every day; we are people who live our personal lives, and one affects the other. Because of this, our human relations abilities will most certainly be affected if we are experiencing challenges at home or at work.
DIF: Moderate REF: Section 1.1

64. Explain the Hawthorne effect with reference to its origin.
ANS:
Suggested Answer: Notable researchers Elton Mayo and his colleagues from the Harvard Business School conducted a series of experiments from the mid-1920s to early 1930s to investigate how physical working conditions affected worker productivity. They found that regardless of changes such as heat, lighting, hours, and breaks, productivity levels increased during the study. The researchers realized the increased productivity resulted because the workers knew they were being observed. In other words, the workers worked harder because they were receiving attention and felt cared about. This phenomenon is called the Hawthorne effect (named for the electrical plant where the experiments were conducted).
DIF: Moderate REF: Section 1.1

65. Why are communication and empathy considered essential human relations skills in the workplace?
ANS:
Suggested Answer: Communication is essential because it helps employees convey ideas clearly, build trust, make connections, and work effectively with others. Empathy is important because it allows people to understand and share the feelings of coworkers, which can improve relationships, teamwork, and conflict resolution. Together, these skills help create stronger workplace relationships and improve organizational success.
DIF: Moderate REF: Section 1.2

66. How does personality affect how we relate to one another at work?
ANS:
Suggested Answer: Personality is a set of characteristics that reflect the way we think and act in a given situation. Because of this, our personality has a lot to do with how we relate to one another at work. How we think, what we feel, and our normal behavior characterize what our colleagues come to expect of us, both in behavior and the expectation of their interactions with us.
DIF: Moderate REF: Section 1.3

67. How do our values determine our personality? Explain with an example.
ANS:
Suggested Answer: Our values help determine our personality. Our values are those things we find most important to us. For example, if you value calmness and peace, your personality would show this in many ways. You might prefer to have a few close friends and avoid going

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to a nightclub on Saturday nights. You might choose a less stressful career path, and you might find it challenging to work in a place where frequent conflict occurs.
DIF: Moderate REF: Section 1.3

68. What are some tips to improve your attitude?
ANS:
Suggested Answer: Some tips to improve attitude are:
1. When you wake up in the morning, decide you are going to have an excellent day. Ultimately, it is your choice how you handle setbacks.
2. Be conscious of your negative thoughts and try to avoid negative thinking.
3. Spend time with positive people.
4. Spend time in a comfortable physical environment, such as a workspace or office space you feel comfortable in.
DIF: Moderate REF: Section 1.3

69. What are three benefits to remote work?
ANS:
Suggested Answer: Three benefits of remote work are improved employee satisfaction, reduced unscheduled absences, and increased productivity
DIF: Easy REF: Section 1.1

70. What are some drawbacks to remote work?
ANS:
Suggested Answer:
Drawbacks of remote work include: social needs may not be met and loneliness may occur; people must be self-directed; employees must be comfortable with technology; loss of work-life balance; and cybersecurity concerns.
DIF: Easy REF: Section 1.1

71. Explain the meaning of “stability of tenure personnel” according to Fayol’s principles of management.
ANS:
Suggested Answer: Stability of tenure means that employees should be given enough time to settle into their jobs and perform effectively. High turnover creates instability and unnecessary costs related to recruitment and training; therefore, management should prioritize employee retention to maintain organizational efficiency.
DIF: Moderate REF: Section 1.1

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