Fundamentals of Management, 11e **(Robbins)**
Chapter 1B History Module: A Brief History of Management's Roots

1) Madam C. J. Walker is best known for _____.
A) becoming the first African-American woman to launch a business
B) inventing a line of African-American hair care products
C) conducting seminars on entrepreneurship for African-American women
D) being the first African-American woman to author a book on becoming a millionaire
Answer: B
Explanation: Personal necessity led Walker to invent a line of African-American hair care products in 1905. Her entrepreneurial talents and insights led her to become one of the first American women to become a self-made millionaire.
Diff: 1
AACSB: Analytical thinking
Question Category: Analytical

2) The person responsible for the development of just-in-time manufacturing is _____.
A) Henry Ford
B) Frank Seiberling
C) Charles Spaulding
D) Kiichiro Toyoda
Answer: D
Explanation: The founder of Toyota Motor Company created a "flow-based [manufacturing] system" that was focused on keeping the production line running smoothly rather than operating at maximum speed. Toyoda's early recognition of the key to efficient and effective manufacturing led to the creation of the Toyota Production System with its host of practices including, for example, just-in-time manufacturing and continuous improvement.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

3) Henry Ford's statement that "History is more or less bunk" is best refuted by which one of the following statements?
A) History has been shown to be 100 percent accurate.
B) History can put current activities in perspective.
C) Historical facts are seldom proven to be wrong.
D) People who write history always have an agenda.
Answer: B
Explanation: History doesn't claim to be completely accurate or completely without bias, so these statements fail to refute Ford's statement. The fact that history, even though flawed, can provide people with a valuable perspective on what current events mean is the best response to Ford. Without knowing the events that got us where we are, it is very hard to interpret events that are taking place now—or plan intelligently for the future.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

4) The best evidence that managers must have guided the construction of the Egyptian pyramids is _____.
A) how long ago they were built
B) the fact that they were built by hand
C) their sheer size
D) their majestic beauty
Answer: C
Explanation: The sheer size and scope of the pyramids is the best evidence that managers must have guided their construction. The construction took years and thousands of workers. This could not have been accomplished without people planning and supervising activities. The age, beauty, and construction method of the pyramids do not provide evidence of management. Plenty of items in ancient Egypt, such as gold artwork, were built by hand and quite beautifully and show no signs of being supervised by managers.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

5) How many workers were involved in building a single Egyptian pyramid?
A) millions
B) tens of millions
C) about 50,000
D) about 100,000
Answer: D
Explanation: Evidence shows that at least tens of thousands and probably more than 100,000 workers were needed to construct a single pyramid, making "about 100,000" the correct response for this question and ruling out all other responses.
Diff: 2
Question Category: Concept

6) Proof that the pyramids were well-managed projects can be seen in the fact that they _____.
A) are famous the world over
B) are unique
C) have lasted thousands of years
D) were built in a desert land
Answer: C
Explanation: A sign that a project is well managed is that it meets its goals. Though we can only guess at the official goals managers had for the pyramids, one of those goals must have been that the structures would be long-lasting. The fact that they are still standing after more than 4000 years shows that the goal was met, making "have lasted thousands of years" the correct response. Being unique or famous are consequences of the construction being well managed, not evidence of the management itself. Being built in a desert probably helped the structures avoid deterioration, so their desert site does not provide evidence of good management.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

7) Getting 100,000 workers to work together to build an enormous pyramid is evidence of which management function?
A) planning
B) organizing
C) monitoring
D) budgeting
Answer: B
Explanation: The process of getting workers to function together is an organizing function, making this choice the correct response. Planning occurs before the actual construction and requires designing the structure and anticipating the resources it will need. Monitoring occurs during construction and makes sure that things are proceeding according to plan. Budgeting is the process of allocating resources efficiently so the cost of the project stays low.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

8) Successfully designing a 450-foot-tall pyramid is primarily evidence of which management function?
A) planning
B) organizing
C) monitoring
D) leading
Answer: A
Explanation: The process of designing an enormous pyramid so it does not collapse upon itself is a function of planning, making this the correct response for this question. Organizing involves procuring materials and equipment for the job and getting workers to function together as a unit. Monitoring occurs during construction and makes sure that things are proceeding according to plan. Leading is the process of motivating workers to work efficiently and effectively and persuading people to do what you want done.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

9) Making sure that a pyramid is built on time and according to plan is evidence of which management function?
A) planning
B) organizing
C) monitoring
D) leading
Answer: C
Explanation: Monitoring occurs during construction and makes sure that things are done on time and proceed according to plan, making this choice the correct response. Organizing involves procuring materials and equipment for the job and getting workers to function together as a unit. Leading is the process of motivating workers to work efficiently and effectively and persuading people to do what you want done. The process of designing an enormous pyramid so it does not collapse upon itself is a function of planning.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

10) Convincing the ministers who controlled money and resources in ancient Egypt that building a pyramid was worth the effort is evidence of which management function?
A) planning
B) organizing
C) monitoring
D) leading
Answer: D
Explanation: Leading includes the skill of persuading people to do what you want done, making this the correct response. Monitoring occurs during construction and makes sure that things are done on time and proceed according to plan. Organizing involves procuring materials and equipment for the job and getting workers to function together as a unit. The process of designing an enormous pyramid so it does not collapse upon itself is a function of planning.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

11) The shipbuilding facility in fifteenth-century Venice resembled _____.
A) an auto assembly line
B) how Silicon Valley workers design new software
C) how handmade sweaters are knitted
D) how a chef makes a superb pasta dish
Answer: A
Explanation: The floating ship facility in Venice resembled a Detroit assembly line because each stage of construction was done at various points in the line, similar to the way autos were put together, making "an auto assembly line" the correct response. Makers of software, sweaters, or pasta all avoid the assembly-line division of labor approach, so they are incorrect responses.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

12) The "floating assembly line" in Venice operated _____.
A) centuries before the Industrial Revolution
B) during the Industrial Revolution
C) shortly after the Industrial Revolution
D) long after the Industrial Revolution
Answer: A
Explanation: The floating assembly line operated in the 1400s, at least 250 years before the start of the Industrial Revolution, which began around 1780. This makes "centuries before the Industrial Revolution" the correct response and rules out all other responses.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

13) Evidence that managers in the fifteenth-century Venetian shipbuilding facility were interested in job satisfaction is best shown by which one of the following?
A) inventory systems
B) warehouses for materials
C) wine breaks for employees
D) an accounting system
Answer: C
Explanation: Inventory systems, warehouses, and accounting systems are managerial functions that increase efficiency but do not address worker needs or concerns, so they are incorrect responses. The fact that wine breaks do seem to have the welfare of employees in mind makes this choice the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

14) Evidence that managers in the fifteenth-century Venetian shipbuilding facility were interested in controlling costs is best shown by which one of the following?
A) inventory systems
B) warehouses for materials
C) wine breaks for employees
D) an accounting system
Answer: D
Explanation: Inventory systems and warehouses are measures that are taken to make sure that the proper amount of materials and equipment are available for workers in the facility, not for controlling costs. Wine breaks were evidence that managers were interested in employee job satisfaction, not cost control. Of the choices, only "an accounting system" is directly involved in keeping track of revenues and outputs, making this choice the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

15) Evidence that managers in the fifteenth-century Venetian shipbuilding facility were interested in keeping track of materials is best shown by which one of the following?
A) an accounting system
B) an assembly line
C) an inventory system
D) wine breaks for employees
Answer: C
Explanation: An accounting system keeps control of revenues and costs, not materials. Wine breaks were evidence that managers were interested in employee job satisfaction, not keeping track of materials. The assembly line itself showed that managers were interested in efficiency more than keeping track of materials. Of the choices, only "an inventory system" is directly involved in keeping track of materials, making this choice the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

16) The Industrial Revolution is largely credited with ushering in the birth of _____.
A) the corporation
B) fair pay for workers
C) craftsmanship
D) fair treatment for workers
Answer: A
Explanation: The Industrial Revolution is credited with originating the corporation, making this choice the correct response. Rather than specialize in craftsmanship, fair pay, or fair treatment for workers, Industrial Revolution factories and corporations tended to do a poor job with these items, making them incorrect responses.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

17) Industrial Revolution factories needed accurate demand forecasts to avoid making _____ products.
A) the wrong
B) poor quality
C) too many or too few
D) too large or too small
Answer: C
Explanation: The enormous capacity of Industrial Revolution factories needed to be adjusted to demand. Previously, manufacturers pretty much worked at their own pace, hoping that production kept up with demand. In the Industrial Revolution, however, factories could gear up if demand was strong or scale down if demand weakened. These factors all make the choice indicating "too many or too few" the correct response for this question and rule out all other responses.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

18) The Industrial Revolution made _____ necessary for manufacturing organization's success for the first time in history.
A) decentralization
B) customer satisfaction
C) product demand
D) management
Answer: D
Explanation: The large scale of Industrial Revolution factories suddenly brought management to the forefront for the success of a business, making management the correct response. Product demand and customer satisfaction were important factors both before and after the Industrial Revolution. The Industrial Revolution actually increased, rather than decreased, centralization in organizations, so "decentralization" is not a correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

19) What may be the most important pre-twentieth century development in management was the _____.
A) Industrial Revolution
B) personal computer
C) building of the Brooklyn Bridge
D) American Revolution
Answer: A
Explanation: Though organizational activities required in both the American Revolution and the building of the Brooklyn Bridge probably made some contributions to the evolution of management, they were minor compared to those contributed by the Industrial Revolution, which changed the scale and scope of manufacturing and business, making the Industrial Revolution the correct response. The advent of the personal computer had an enormous impact on management practices, but it was a twentieth century, not a pre-twentieth century, development.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

20) The size and scope of Industrial Revolution factories made such things as _____ necessary for companies.
A) materials
B) hierarchical organization
C) supplies
D) revenues and costs
Answer: B
Explanation: Both before and after the Industrial Revolution began, organizations and individuals that produced products needed supplies and materials and had revenues and costs, so those answers are incorrect. What the Industrial Revolution did change was the organization of the factories themselves. They were so large that they needed a fairly rigid hierarchical structure and chain of command to make sure that each person knew whom to report to and what his or her job was, making "hierarchical organization" the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

21) What we call job specialization today was termed _____ in the eighteenth century.
A) hierarchy
B) job sharing
C) division of work
D) division of labor
Answer: D
Explanation: Hierarchy refers to a pyramid-type structure in an organization, making this choice an incorrect response. Job sharing refers to two or more individuals splitting the responsibilities for a job, so it is incorrect. Job specialization has been called both division of work and division of labor, but division of labor is the eighteenth-century term used by Adam Smith, so "division of labor" is the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

22) _____ was a strong proponent of division of labor.
A) Max Weber
B) Frederick W. Taylor
C) Adam Smith
D) Henry Gantt
Answer: C
Explanation: Weber was known for looking at what constituted good management. Taylor was the "father" of scientific management. Gantt developed a number of brilliant scheduling devices for managers. Of the four men, Smith was the strongest advocate for division of labor, making "Adam Smith" the correct response for this question.
Diff: 2
AACSB: Reflective thinking
Question Category: Concept

23) Early proponents of division of labor made claims that it could dramatically _____.
A) improve employee morale
B) increase sales
C) increase quality
D) increase productivity
Answer: D
Explanation: Proponents of division of labor such as Adam Smith touted its ability to increase productivity, making this choice the correct response. If anything, division of labor had little effect on sales and product quality and served to decrease, rather than improve, employee morale.
Diff: 2
AACSB: Reflective thinking
Question Category: Concept

24) Real world studies have shown that division of labor _____.
A) results in dramatic, permanent productivity increases
B) has drawbacks
C) has no drawbacks
D) works only in very small organizations
Answer: B
Explanation: Though division of labor can show productivity increases, it has drawbacks that include low worker morale and, after an initial boost in productivity, a subsequent drop due to boredom and task repetition. These factors together eliminate permanent productivity increases and having no drawbacks since division of labor clearly does have drawbacks. Working only in very small organizations is wrong because, if anything, division of labor works best in large, not small, organizations. With the other choices ruled out, the only answer that makes sense for this question is "has drawbacks."
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

25) Adam Smith's *Wealth of Nations* was first published in the same _____ as the Declaration of Independence.
A) city
B) year
C) publishing house
D) country
Answer: B
Explanation: *Wealth of Nations* was first published in England in 1776, while the Declaration of Independence was created in Philadelphia in 1776. That means the two items were not published in the same city or publishing house since they were published in completely different countries. Since they both came out in 1776, "year" is the correct response.
Diff: 2
Question Category: Concept

26) Job specialization entails breaking down a complex job into _____.
A) five key components
B) broad general categories
C) simple, narrow repetitive tasks
D) nonrepeating tasks
Answer: C
Explanation: The essence of job specialization is that it breaks down a complex process into a series of simple, narrowly defined steps that can be repeated. Since the steps are narrow, not broad, and repeating rather than nonrepeating, "broad general categories" and "nonrepeating tasks" can be ruled out as correct responses. There is no set number of components required for job specialization, so "five key components" is incorrect. This leaves "simple, narrow repetitive tasks" as the correct response since it correctly characterizes job specialization as requiring narrow, repetitive tasks.
Diff: 2
AACSB: Reflective thinking
Question Category: Concept

27) Frederick W. Taylor is most closely associated with which one of the following?
A) general administrative theory
B) time-and-motion studies
C) idealistic workplace
D) scientific management
Answer: D
Explanation: Taylor's book, *Principles of Scientific Management*, introduced the idea of managing using objective, scientific measures and empirical data rather than intuition to make decisions, making "scientific management" the correct response. Robert Owen was concerned with working conditions and developed the idealistic workplace. Henri Fayol and Max Weber worked out ideas about good management in the general administrative theory. Frank and Lillian Gilbreth made time-and-motion studies.
Diff: 2
Question Category: Concept

28) Max Weber helped _____.
A) develop the idea of the idealistic workplace
B) develop general administrative theory
C) develop scientific management
D) carry out time-and-motion studies
Answer: B
Explanation: Henri Fayol and Max Weber worked out ideas about good management in the general administrative theory, making this choice the correct response. Robert Owen was concerned with working conditions and developed the idea of the idealistic workplace. Frank and Lillian Gilbreth made time-and-motion studies. Frederick W. Taylor's *Principles of Scientific Management* introduced the idea of managing using objective, scientific measures and empirical data rather than intuition to make decisions.
Diff: 2
Question Category: Concept

29) _____ is the originator of the principles of management.
A) Henri Fayol
B) Max Weber
C) Hugo Munsterberg
D) Henry Gantt
Answer: A
Explanation: Henri Fayol and Max Weber worked out ideas about good management in the general administrative theory, but Fayol alone was the one who worked out the Fourteen Principles of Management, making "Henri Fayol" the correct response. Henry Gantt developed a number of brilliant scheduling devices for managers. Hugo Munsterberg was a pioneer in industrial psychology, using psychological tests to evaluate employees.
Diff: 2
Question Category: Concept

30) Frank and Lillian Gilbreth were best known for _____.
A) time-and-motion studies
B) industrial psychology
C) the Fourteen Principles of Management
D) scientific management
Answer: A
Explanation: Frank and Lillian Gilbreth performed time-and-motion studies using Frank's original vocation, bricklaying, as a model to determine how to make tasks more efficient, making "time-and-motion studies" the correct response. Hugo Munsterberg was a pioneer in industrial psychology, using psychological tests to evaluate employees. Frederick W. Taylor's book, *Principles of Scientific Management,* introduced the idea of scientific management. Henri Fayol developed the Fourteen Principles of Management.
Diff: 2
Question Category: Concept

31) Henry Gantt developed graphical methods to help managers with _____ problems.
A) discipline
B) scheduling
C) leadership
D) decision-making
Answer: B
Explanation: Henry Gantt developed a number of brilliant graphical methods for the improvement of scheduling and planning that included the Gantt chart and the load chart, making "scheduling" the correct response. Gantt's charts did not address problems of discipline or leadership and only very peripherally touched on decision making as it pertained to scheduling.
Diff: 2
Question Category: Concept

32) *Cheaper by the Dozen* is a book about this topic.
A) efficiency in bulk buying
B) life in a large family
C) the rise of Japanese manufacturing
D) the theory of pricing
Answer: B
Explanation: Though all of the choices are plausible, only "life in a large family" is correct. *Cheaper by the Dozen* chronicled the experiences of Frank and Lillian Gilbreth with their very large family. Though the Gilbreths contributed to managerial theory, their book had nothing to do with efficiency, Japanese industry, or pricing.
Diff: 2
Question Category: Concept

33) According to Henri Fayol, the principle of _____ gives managers the right to give orders.
A) discipline
B) centralization
C) order
D) authority
Answer: D
Explanation: The principle of authority gives managers the right to give orders, making "authority" the correct response. The principle of discipline requires employees to respect and obey organizational rules. The principle of centralization refers to how much employees are involved in decision making. The principle of order states that materials and people should be in place at the right time and in the right location in an organization.
Diff: 2
Question Category: Concept

34) According to Henri Fayol, the principle of _____ requires employees to respect the rules of their organization.
A) equity
B) remuneration
C) discipline
D) order
Answer: C
Explanation: The principle of discipline requires employees to respect and obey organizational rules, making "discipline" the correct response. The principle of order states that materials and people should be in place at the right time and in the right location in an organization. The principle of equity states that managers should treat subordinates fairly and with kindness. The principle of remuneration states that employees should be paid a fair wage for their labor.
Diff: 2
Question Category: Concept

35) Fayol's principle of _____ states that an employee in an organization should answer to only one superior.
A) authority
B) unity of command
C) equity
D) centralization
Answer: B
Explanation: The principle of unity of command states that each employee should receive orders from only one superior, making "unity of command" the correct response. The principle of centralization refers to how much employees are involved in decision making. The principle of authority gives managers the right to give orders. The principle of equity states that managers should treat subordinates fairly and with kindness.
Diff: 2
Question Category: Concept

36) Fayol's principle of _____ states that employees in an organization should be fairly compensated for their labor.
A) remuneration
B) discipline
C) authority
D) unity of command
Answer: A
Explanation: The principle of remuneration states that employees should be paid a fair wage for their labor, making "remuneration" the correct response. The principle of authority gives managers the right to give orders. The principle of discipline requires employees to respect and obey organizational rules. The principle of unity of command states that each employee should receive orders from only one superior.
Diff: 2
Question Category: Concept

37) Fayol's principle of _____ refers to how extensively employees participate in decision making in an organization.
A) division of labor
B) centralization
C) order
D) equity
Answer: B
Explanation: The principle of centralization refers to how much employees are involved in decision making, making "centralization" the correct response. The principle of equity states that managers should treat subordinates fairly and with kindness. The principle of order states that materials and people should be in place at the right time and in the right location in an organization. The principle of division of labor states that job specialization increases efficiency.
Diff: 2
Question Category: Concept

38) Fayol's principle of _____ allows employees to originate and carry out plans.
A) discipline
B) remuneration
C) initiative
D) authority
Answer: C
Explanation: The principle of initiative states that employees who can originate and carry out plans will exert high levels of effort, making "initiative" the correct response. The principle of remuneration states that employees should be paid a fair wage for their labor. The principle of discipline requires employees to respect and obey organizational rules. The principle of authority gives managers the right to give orders.
Diff: 2
Question Category: Concept

39) Fayol's principle of _____ refers to how to build harmony and unity in an organization.
A) centralization
B) equity
C) order
D) esprit de corps
Answer: D
Explanation: The principle of esprit de corps states that promoting team spirit builds unity and harmony in an organization, making this choice the correct response. The principle of centralization refers to how much employees are involved in decision making. The principle of equity states that managers should treat subordinates fairly and with kindness. The principle of order states that materials and people should be in place at the right time and in the right location in an organization.
Diff: 2
Question Category: Concept

40) Max Weber felt this was an ideal form of organization.
A) a democracy
B) a work group
C) a bureaucracy
D) a meritocracy
Answer: C
Explanation: Weber spent a lot of time and effort studying bureaucracies, which he characterized as an ideal of organizational structure, especially for large organizations, making "a bureaucracy" the correct response and ruling out all other choices.
Diff: 2
Question Category: Concept

41) Robert Owen tried to develop _____ to improve the workplace conditions in factories.
A) managerial scheduling methods
B) the idealistic workplace
C) general administrative theory
D) industrial psychology
Answer: B
Explanation: Robert Owen was appalled by the conditions that workers were subjected to and in response developed the idea of the idealistic workplace that was free of oppression, making this choice the correct response. Henri Fayol and Max Weber worked out ideas about good management in the general administrative theory. Henry Gantt developed a number of brilliant scheduling devices for managers. Hugo Munsterberg was a pioneer in industrial psychology, using psychological tests to evaluate employees.
Diff: 2
Question Category: Concept

42) What inspired Robert Owen to devote efforts into creating a safer workplace?
A) possible profit from factories
B) articles in the newspaper
C) deplorable factory conditions
D) greedy factory owners
Answer: C
Explanation: Though Owen may have been motivated at least in part by newspaper articles of the time that profiled selfish industrialists, his primary reason for promoting the idea of an idealistic workplace came from observing the less than humane conditions in many factories, making "deplorable factory conditions" the correct response. There is no evidence that personal gain was a motivation for Owen.
Diff: 2
Question Category: Concept

43) Robert Owen, Mary Parker Follett, and Hugo Munsterberg wrote extensively about how important _____ to an organization's success.
A) people are
B) top-level managers are
C) resources are
D) financial backing is
Answer: A
Explanation: Owen, Parker Follett, and Munsterberg were part of the early behavior approach to management that focused on people as a resource, making "people" the correct response. Though management, resources, and finance are all important to an organization, none of them were the primary topic that interested the early behaviorists.
Diff: 2
Question Category: Concept

44) _____ felt that managers could learn how to motivate workers better by studying basic human behavior.
A) Mary Parker Follett
B) Hugo Munsterberg
C) Robert Owen
D) Douglas McGregor
Answer: B
Explanation: Hugo Munsterberg advocated studying basic human behavior to see what motivates workers, making him the correct response. Mary Parker Follett focused on differentiating between people as they behaved individually and in groups. Robert Owen tried to develop the idealistic workplace to improve factory conditions. Douglas McGregor developed Theory X and Theory Y, which differentiated people by those who were motivated by fear and coercion and those who were motivated by their own goals.
Diff: 2
Question Category: Concept

45) Mary Parker Follett's work was devoted to identifying differences in the way individuals behaved when they were _____.
A) under stress
B) discriminated against
C) lacking in resources
D) in groups
Answer: D
Explanation: Though stress, discrimination, and resource availability can all have significant impact on behavior, Mary Parker Follett focused primarily on group dynamics and identifying how being a member of a group could alter the perceptions and attitudes of an individual, making "in groups" the correct response.
Diff: 2
Question Category: Concept

46) Hugo Munsterberg suggested that psychological tests could be helpful in _____ for an organization.
A) finding customers
B) selecting employees
C) firing employees
D) selecting advertisements
Answer: B
Explanation: Though psychological testing might conceivably help an organization find customers or create ads to promote business, Munsterberg did not explore those possibilities. Instead, he looked into the practice of using psychological profiles to select employees who were likely to perform at high levels, making "selecting employees" the correct response. Note that testing would be unlikely to help in firing employees and Munsterberg did not suggest that it was.
Diff: 2
Question Category: Concept

47) Mary Parker Follett felt that an organization functioned best when employees had a strong sense of this.
A) individual independence
B) group ethic
C) autonomy
D) self-confidence
Answer: B
Explanation: Parker Follett thought organizations worked well when employees felt a group ethic rather than a strong sense of independence, autonomy, or self-confidence.
Diff: 2
Question Category: Concept

48) A good model for Mary Parker Follett's view of a successful organization might be
_____.
A) a movie theater audience
B) a state legislature
C) a beehive
D) a college classroom
Answer: C
Explanation: Mary Parker Follett saw identity with the group as the key to successful organizations. Rather than strongly identifying with the group, a theater audience, college classroom, and legislature are collections of individuals who are not particularly interested in being part of the group, making those choices incorrect. The collective nature of a beehive, on the other hand, fits Parker Follett's view of a successful organization well, making this choice the correct response.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

49) The organizers of the Hawthorne studies expected worker productivity to be proportional to _____ in the factory.
A) light levels
B) pay rates
C) temperature levels
D) noise levels
Answer: A
Explanation: The original Hawthorne study organizers figured that brighter light would increase productivity for workers, making "light levels" the correct response and ruling out all other responses.
Diff: 2
Question Category: Concept

50) The Hawthorne studies engineers found that brighter light levels in the factory _____ productivity.
A) dramatically increased
B) had no consistent effect on
C) decreased
D) slightly increased
Answer: B
Explanation: To their surprise, the Hawthorne engineers found that greater light intensity in the factory failed to increase or decrease productivity in any consistent way. In fact, the studies showed no consistent relationship between light intensity and productivity, results that they found puzzling, which makes "had no consistent effect on" the correct response.
Diff: 2
Question Category: Concept

51) This was one of the conclusions of the Hawthorne studies engineers.
A) Group pressure can affect individual productivity.
B) Group pressure has no effect on individual productivity.
C) Light levels can affect individual productivity.
D) Noise levels can affect individual productivity.
Answer: A
Explanation: The engineers saw no connection between light levels and productivity and didn't measure for noise levels. What the engineers did conclude was that group pressure could influence individual performance more than external factors such as light or noise, making "group pressure can affect individual productivity" the correct response and ruling out "group pressure has no effect."
Diff: 2
Question Category: Concept

52) From the Hawthorne studies' results, you might predict that the performance of a poor performing individual might _____ when he or she joins a high performing group.
A) increase
B) decrease
C) not change
D) become erratic
Answer: A
Explanation: If the implications of the Hawthorne studies are correct, group pressures can have great influence on the behavior of individuals, so you would expect even a low productivity individual to improve when he or she experiences group pressure from a high performing group. This makes "increase" the correct response and rules out all other responses.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

53) A conclusion that engineers from the Hawthorne studies made was that people behave
_____ when they are being observed.
A) differently
B) consistently
C) naturally
D) comfortably
Answer: A
Explanation: Conclusions from the Hawthorne studies included the idea that being observed
caused individuals to behave in ways that they wouldn't behave if they were not being observed,
making "differently" the correct response.
Diff: 2
Question Category: Concept

54) Prior to the Hawthorne studies, managers paid little attention to the role of _____ in
making decisions.
A) productivity
B) human behavior
C) efficiency
D) cost control
Answer: B
Explanation: Efficiency, productivity, and cost control were always factors that managers paid
attention to, both before and after the Hawthorne studies were conducted, so those responses can
be eliminated. What the Hawthorne studies helped establish was that workers on the job were
neither simple nor predictable and that basic ideas about psychology and human behavior needed
to be considered in the workplace, making "human behavior" the correct response.
Diff: 2
Question Category: Concept

55) Organizational behavior (OB) uses _____ experiments to find out how and why people
behave in certain ways.
A) nontheoretical
B) animal
C) laboratory
D) empirical
Answer: D
Explanation: One key to OB is that it focuses on empirical research, making this choice the
correct response. Animal studies are used in basic psychology but are not a part of organizational
behavior. Empirical experiments are based on observation of actual behavior in actual
organizations rather than theoretical conjectures about how workers behave or nonworkplace
laboratory studies.
Diff: 2
Question Category: Concept

56) A manager might turn to organizational behavior research when he or she has problems
_____.
A) controlling costs
B) with budgets
C) with scheduling
D) building employee trust
Answer: D
Explanation: OB research helps managers deal with problems that involve human behavior, including issues of trust, motivation, team cooperation, and managing conflict, making "building employee trust" the correct answer. The other three choices refer to planning or efficiency issues, not behavioral issues, so they are incorrect responses.
Diff: 2
AACSB: Analytical thinking
Question Category: Application

57) Which one of the following is NOT a topic that is addressed by organizational behavior research?
A) motivation
B) managing conflict
C) demand forecasts
D) establishing trust
Answer: C
Explanation: OB is directly concerned with behavior in the workplace, so questions that involve motivation, trust, or managing conflict are all standard organizational behavior research topics. A demand forecast is something that involves predicting the quantity of products that will be needed to be produced, so it is not directly a behavioral issue, making "demand forecasts" the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

58) Which one of the following is most closely associated with making the workplace more humane?
A) the classical approaches
B) the human relations movement
C) the Hawthorne studies
D) the general administrative theory
Answer: B
Explanation: Classical approaches to management such as the general administrative theory as presented by Fayol and Weber were more concerned with what constituted good management than humane management. The Hawthorne studies were strictly behavioral and looked for productivity factors, not improvements in understanding workers as individuals. That approach, of paying attention to what made employees "tick," was championed by the human relations movement.
Diff: 2
Question Category: Concept

59) Which person was best known for developing the hierarchy of needs theory?
A) Elton Mayo
B) Abraham Maslow
C) Hugo Munsterberg
D) Douglas McGregor
Answer: B
Explanation: Abraham Maslow developed the hierarchy of needs theory that maintained that once a human need is taken care of, it ceases to be a strong motivating factor for a person. This makes "Abraham Maslow" the correct response. Elton Mayo was a professor who was brought in to help interpret the Hawthorne studies results. Hugo Munsterberg advocated studying basic human behavior to better understand worker motivation. Douglas McGregor developed the Theory X and Theory Y assumptions about human nature.
Diff: 2
Question Category: Concept

60) Maslow felt that once a need was satisfied, it _____.
A) made people very happy
B) motivated people strongly to maintain the need
C) made people lazy
D) stopped being a motivating factor for people
Answer: D
Explanation: Maslow's key idea was that needs, such as the need for food and water, were strong motivating factors when they remained unmet. Once a need was met, however, the person's motivation moved up to a different, higher-level need. This makes "stopped being a motivating factor" the correct response. It also rules out "motivated people strongly to maintain the need" since people lose their strong motivation to address an already fulfilled need. The other two choices are ruled out because neither is mentioned by Maslow as a consequence of a need being met.
Diff: 2
Question Category: Concept

61) Which person was best known for developing Theory X and Theory Y?
A) Douglas McGregor
B) Abraham Maslow
C) Robert Owen
D) Elton Mayo
Answer: A
Explanation: Douglas McGregor developed Theory X and Theory Y, which differentiated people by those who were motivated by fear and coercion and those who were motivated by their own internal goals, making "Douglas McGregor" the correct response. Abraham Maslow developed the hierarchy of five needs theory, which maintained that once a human need is taken care of, it ceases to be a strong motivating factor for a person. Elton Mayo was a professor who was brought in to help interpret the Hawthorne studies results. Robert Owen tried to develop the idealistic workplace to improve factory conditions.
Diff: 2
Question Category: Concept

62) A problem with the theories of both Maslow and McGregor is that they _____.
A) made no intuitive sense
B) focused exclusively on fear as a motivating factor
C) were never questioned by researchers
D) were never supported by empirical research
Answer: D
Explanation: The theories of Maslow and McGregor made a great deal of intuitive sense and included fear but did not focus exclusively on fear. Both theories were tested by researchers and failed to be supported by any major empirical studies, making "were never supported by empirical research" the correct response.
Diff: 2
Question Category: Concept

63) Which one of the following is NOT included as part of the quantitative approach to management?
A) statistics
B) optimization models
C) organizational behavior
D) computer simulations
Answer: C
Explanation: Statistics, optimization, and computer simulations are all technical, mathematical approaches to understanding management, so they can be eliminated as correct responses. Organizational behavior (OB) studies were based on observational rather than quantitative methods, so "organizational behavior" is the correct response.
Diff: 2
Question Category: Concept

64) The quantitative approach to management was largely used to improve _____.
A) productivity
B) efficiency
C) decision making
D) planning
Answer: C
Explanation: Though they certainly could be applied to productivity, efficiency, or planning, quantitative studies at Ford Motor Company and elsewhere were used primarily to improve the quality of decision making, causing this choice to be the correct response.
Diff: 2
Question Category: Concept

65) Many techniques in the quantitative approach to management were borrowed from _____.
A) computer models
B) the physical sciences
C) the military
D) biological science
Answer: C
Explanation: After World War II, many managers came out of the armed forces and applied statistical methods that they had employed to solve military problems to management situations, making "the military" the correct response. Similar methods have been applied extensively in both the physical and biological sciences, but they did not originate in those sciences. Wide use of computer models in management did not come until a few decades later.
Diff: 2
Question Category: Concept

66) The "Whiz Kids" applied statistical methods to management at _____.
A) the Western Electric Company
B) the Ford Motor Company
C) IBM
D) the Sony Corporation
Answer: B
Explanation: The "Whiz Kids" were computer "whizzes" who came out of the armed forces and began applying statistical methods that they had developed in the military to improve decision making at the Ford Motor Company, making "the Ford Motor Company" the correct response. The Hawthorne plant that was used in the Hawthorne studies was part of the Western Electric Company. Sony and IBM were not helped by the "Whiz Kids."
Diff: 2
Question Category: Concept

67) These organizations were the first to employ the ideas of quality experts such as W. Edwards Deming and Joseph M. Duran.
A) Japanese companies
B) Chinese companies
C) American companies
D) Canadian companies
Answer: A
Explanation: In the 1950s, Japanese manufacturing lagged behind American manufacturing in almost every way, but quality was a particular deficiency, so they turned to quality experts. By employing the ideas of the quality experts over the next three decades, Japanese companies took the lead in quality for such products as televisions and automobiles, making "Japanese companies" the correct response and ruling out the other responses. In subsequent decades, American, Canadian, and Chinese organizations learned much about quality from the Japanese companies that had first focused on it.
Diff: 2
Question Category: Concept

68) Which one of the following is most closely associated with the work of W. Edwards Deming?
A) total quality management
B) the Hawthorne studies
C) the general administrative theory
D) the human relations movement
Answer: A
Explanation: Quality was the primary concern of W. Edwards Deming in his total quality management program, making this choice the correct response. The general administrative theory as presented by Fayol and Weber was more concerned with what constituted good management than quality. The Hawthorne studies were strictly behavioral and looked for productivity factors, not improvements in quality. The human relations movement focused on what made employees "tick," not quality.
Diff: 2
Question Category: Concept

69) One of the key components of total quality management (TQM) is a focus on _____ improvement.
A) gradual
B) dramatic
C) continual
D) meaningful
Answer: C
Explanation: Though improvement with TQM is sometimes gradual and hopefully meaningful, the true focus of the approach is to make attention to quality a continuous concern that doesn't end when the organization experiences success. In other words, products must be continually improved; they are never deemed "good enough." This continuous improvement approach is clearly not sudden or dramatic, so "dramatic" is incorrect.
Diff: 2
Question Category: Concept

70) Which one of the following is a key element of total quality management (TQM)?
A) responding to customer needs
B) responding to employee needs
C) anticipating moves of competitors
D) anticipating employee needs
Answer: A
Explanation: TQM is concerned more with customers than it is with employees or competitors, so "responding to" and "anticipating employee needs" as well as "anticipating moves of competitors'" can be eliminated as correct responses. This leaves "responding to customer needs" as the correct response since it correctly identifies responding to customer needs as a top priority of TQM.
Diff: 2
Question Category: Concept

71) Managers began to look at how systems theory related to organizations in this decade.
A) 1940s
B) 1950s
C) 1960s
D) 1980s
Answer: C
Explanation: The idea that the organization is a system began to be looked at seriously in the 1960s, making this choice the correct response and ruling out all other responses. A system is defined as a set of interrelated and interdependent parts that function together as a unified whole.
Diff: 2
Question Category: Concept

72) A system is defined as a set of interrelated and interdependent parts that function _____.
A) as separate entities
B) together as a unified whole
C) in competition with one another
D) without any link to the outside world
Answer: B
Explanation: Rather than function separately or in competition with one another, the parts of a system function collectively as a single unit, making "together as a unified whole" the correct response. No link to the outside world describes a closed system, which is one type of system but is not a correct response because it leaves out the other main category of system, the open system.
Diff: 2
Question Category: Concept

73) A typical organization can be characterized as _____.
A) a one-way system
B) a closed system
C) an open system
D) a virtual system
Answer: C
Explanation: An organization is not a one-way or a closed system since information flows freely both in and out of the system. This characterizes the organization as an open system in which inputs come in and outputs flow out, making "an open system" the correct response. "A virtual system" is not correct because the organization is a real entity, so it is not virtual in any way.
Diff: 2
Question Category: Concept

74) In an open system, a manager is responsible for managing _____.
A) just the internal company itself and not the external environment
B) just the external environment
C) both the internal and the external environment
D) the inputs but not the outputs
Answer: C
Explanation: In an open system, a manager must pay attention to all parts of the organization. Since the organization's reach extends outside of the organization itself, that means in an open system, management devotes attention to both the internal and external environments, which includes both inputs and outputs. This makes the choice indicating both the internal and external environment the correct response as it is the only choice that includes both internal and external environments.
Diff: 2
Question Category: Concept

75) The idea of an organization being a system was borrowed from this discipline.
A) mathematics
B) the physical sciences
C) game theory
D) psychology
Answer: B
Explanation: An open system is defined in the physical sciences as a system that exchanges matter and energy with its outside environment. This definition fits the organization quite well since an organization exchanges both materials (inputs, outputs, products, for example) and ideas (communication, for example) with the outer world. Accordingly, the correct response for this question is "the physical sciences." All other choices should be ruled out.
Diff: 2
Question Category: Concept

76) Material outputs in an open system organization include _____.
A) services
B) products
C) raw materials
D) information
Answer: B
Explanation: Neither information nor services is a material item, so they are incorrect responses. Raw materials are inputs, not outputs, so "raw materials" is incorrect. "Products" is the only choice that refers to a material that is an output of a system, making "products" the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

77) Material inputs in an open system organization include _____.
A) capital
B) human resources
C) raw materials
D) information
Answer: C
Explanation: Capital, information, and human resources are all nonmaterial inputs in an open system organization. Only raw materials are actual physical, tangible items that can have mass and take up space as matter, making "raw materials" the correct response.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

78) Contingency approaches to management contend that _____.
A) situations determine managerial approach
B) all organizations should be managed in the same way
C) managers determine managerial approach
D) no two organizations should be managed the same way
Answer: A
Explanation: The key to contingency approaches is that situations, and not managers, determine the approach that managers should use, making "situations" the correct response. Since situations vary in different organizations, different approaches will be used, eliminating all organizations being managed in the same way as a correct response. No two organizations being managed in the same way is wrong because it contends that all organizations should be managed differently. If two different organizations happen to have the same situation, they should both be managed in the same way.
Diff: 2
Question Category: Concept

79) A contingency variable is a factor that can _____.
A) make an organization successful
B) destroy an organization
C) influence choice of managerial style
D) improve organizational morale
Answer: C
Explanation: Contingency variables have nothing to do with the success or failure of an organization. Nor do contingency variables on their own affect organizational morale. Instead, contingency variables serve as markers that guide managers toward identifying the best managing style for an organization. For example, large organizations are managed differently than small ones because organizational size is a contingency variable. Large organizations that feature jobs that involve repetitive tasks (another contingency variable) are managed differently than similar organizations that feature jobs with *non*repetitive tasks. All of this illustrates how contingency variables determine managerial style, making "influence choice of managerial style" the correct response.
Diff: 2
Question Category: Concept

80) Which one of the following is a contingency variable?
A) how successful an organization is
B) how large an organization is
C) how well known an organization is
D) how well managed an organization is
Answer: B
Explanation: Of the choices provided, only the size of an organization is a contingency variable that can affect the style that suits the organization best. Whether or not the organization is successful, well known, or well managed does not determine management style because those characteristics are not contingency variables.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

81) Which one of the following is NOT a contingency variable?
A) routineness of tasks performed
B) organizational size
C) environmental uncertainty
D) organizational history
Answer: D
Explanation: Organizational size, the type of tasks that an organization performs, and environmental uncertainty are typical contingency variables that managers turn to when trying to identify an appropriate managing style for a company. An organization's history, on the other hand, typically does not affect management style and is not a commonly used contingency variable. For example, a company may have stayed small for decades in the past, but if it currently has expanded, the management style must be crafted to match its current configuration, not the configuration of the past.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

82) People value history because it can help put events that are taking place today into perspective.
Answer: TRUE
Explanation: Knowing how we got to where we are today helps managers make decisions about the future. For example, looking back and seeing how things have changed since the Industrial Revolution allows current managers to see that organizations and management evolve—and that continued evolution should be expected in the future.
Diff: 2
Question Category: Concept

83) The Egyptian pyramids are an example of a project that was completed without the aid of managers.
Answer: FALSE
Explanation: To the contrary, there is no way that the planning, organizing, and supervising of workers that the project required could have been accomplished without strong management.
Diff: 1
Question Category: Concept

84) The Industrial Revolution marked the birth of management.
Answer: FALSE
Explanation: As evidenced by Egypt's pyramids and the "assembly lines" of Venice, management was around long before the Industrial Revolution, so this statement is false.
Diff: 1
Question Category: Concept

85) Adam Smith argued that division of labor increased productivity.
Answer: TRUE
Explanation: Smith felt that breaking down complex jobs into simple, repetitive tasks could allow a single worker to increase speed and thus increase productivity. Smith's idea was true, as division of labor is seen to increase productivity, but only up to a point.
Diff: 1
Question Category: Concept

86) The division of labor is also referred to by the term *job specification*.
Answer: FALSE
Explanation: The term that refers to division of labor is *job specialization*, not *job specification*.
Diff: 1
Question Category: Concept

87) Factories in the Industrial Revolution needed to forecast demand to make sure that workers were paid fairly.
Answer: FALSE
Explanation: The reason to forecast demand was not to make sure that workers were well paid but to make sure that there were enough supplies and trained workers to satisfy the demand.
Diff: 1
Question Category: Concept

88) The Industrial Revolution began in the seventeenth century.
Answer: FALSE
Explanation: The date generally given for the beginning of the Industrial Revolution is 1780, which is the late eighteenth century.
Diff: 2
Question Category: Concept

89) Adam Smith's *Wealth of Nations* was published 100 years before the *Declaration of Independence* of the United States in 1776.
Answer: FALSE
Explanation: These events happened the same year. 1776 is important in management history because it was the year Adam Smith's groundbreaking book, *Wealth of Nations*, appeared.
Diff: 2
Question Category: Concept

90) Job specialization continues to be a popular way to increase productivity today.
Answer: TRUE
Explanation: Job specialization, promoted by Adam Smith to be a way to dramatically increase productivity, continues today to be a way to make an organization more productive. However, productivity gains from job specialization are not as dramatic as Smith thought and are limited in the long run.
Diff: 2
Question Category: Concept

91) Classical approaches to management include the work of Taylor, Fayol, and Weber.
Answer: TRUE
Explanation: Frederick W. Taylor, Max Weber, and Henri Fayol were major contributors to the classical theories of management. Henry Gantt and Frank and Lillian Gilbreth also were important classical contributors.
Diff: 2
Question Category: Concept

92) "Employee motivation" is the phrase most associated with scientific management.
Answer: FALSE
Explanation: The phrase most commonly associated with Taylor's scientific management was "one best way," referring to the best method for getting a task done.
Diff: 2
Question Category: Concept

93) Frank and Lillian Gilbreth got their ideas for management from the book *Cheaper by the Dozen*.
Answer: FALSE
Explanation: The Gilbreths didn't get their ideas from *Cheaper by the Dozen*, they actually wrote the book based on their experiences raising a family of twelve children.
Diff: 2
Question Category: Concept

94) The primary issue that motivated Taylor to create a more scientific approach to management was worker satisfaction.
Answer: FALSE
Explanation: Taylor was searching for efficiency rather than worker satisfaction. He wanted to find the "one best way" to do a job so all workers in an organization could use that method and become more productive.
Diff: 2
Question Category: Concept

95) Taylor was the originator of the concept of scientific management.
Answer: TRUE
Explanation: Taylor's 1911 book, *Principles of Scientific Management*, developed the idea of scientific management in which management issues were looked at empirically and objectively.
Diff: 2
Question Category: Concept

96) Frank and Lillian Gilbreth's best-known contribution to scientific management concerned selecting the best worker for a particular job.
Answer: FALSE
Explanation: The Gilbreths promoted time-and-motion studies rather than the best worker for a given job.
Diff: 2
Question Category: Concept

97) Frederick W. Taylor published his book on the Principles of Scientific Management to illustrate the importance of bureaucracies in managing people.
Answer: FALSE
Explanation: Taylor's work focused on finding the best way to get jobs done, bureaucracies were the work of Max Weber.
Diff: 2
Question Category: Concept

98) Henry Gantt's contribution to management theory was to develop efficient ways to schedule.
Answer: TRUE
Explanation: Gantt's scheduling charts (the Gantt chart and the load chart) are still widely used today to keep track of organizational chores.
Diff: 2
Question Category: Concept

99) Henri Fayol and Max Weber developed the idea of the five basic management functions.
Answer: FALSE
Explanation: Fayol and Weber worked together but not in developing the basic management functions, which have been reduced to four in today's view: planning, organizing, leading, and controlling.
Diff: 2
Question Category: Concept

100) Both Henri Fayol and Adam Smith saw division of work as an important principle of management.
Answer: TRUE
Explanation: Smith called the concept "division of labor," while Fayol, in his Fourteen Principles of Management, used the term *division of work*. Managers today use the term *job specialization*.
Diff: 2
Question Category: Concept

101) Fayol felt that managers should be given authority over workers, but not the ability to give orders.
Answer: FALSE
Explanation: Fayol's principle of authority actually focuses on giving orders. A manager is given the authority to give orders to workers—that is one of a manager's key functions.
Diff: 2
Question Category: Concept

102) *Unity of command* means that all employees should answer to only one superior.
Answer: TRUE
Explanation: Fayol's unity of command principle means that a worker should receive orders from only one superior. Fayol thought that the idea of unity of command could prevent conflicts and ambiguity.
Diff: 1
Question Category: Concept

103) A highly centralized organization is one in which subordinates are given a lot of opportunity to make decisions.
Answer: FALSE
Explanation: The opposite is true—the more centralized an organization is the less decision-making power subordinates are given.
Diff: 2
Question Category: Concept

104) Fayol thought that allowing employees to originate their own plans would increase motivation.
Answer: TRUE
Explanation: Fayol used the term *initiative* to identify the idea of employees initiating their own plans to carry out tasks and then carrying out those plans. Fayol thought that giving employees initiative would increase their effort and motivation.
Diff: 2
Question Category: Concept

105) The idea of employees being paid a fair wage for their services did not emerge until the 1960s.
Answer: FALSE
Explanation: One of Fayol's Fourteen Principles of Management was remuneration, which called for a fair wage for all employees. Fayol's work was done in the 1916-1947 period.
Diff: 2
Question Category: Concept

106) The behavioral approach to management focuses on motivating workers to work productively.
Answer: TRUE
Explanation: The behavioral approach focuses on actions of workers and motivating them to achieve high levels of performance.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

107) The behavioral approach to management began in the 1960s with organizational behavior (OB).
Answer: FALSE
Explanation: Behavioral ideas reach all the way back to the late eighteenth century with Robert Owen and others.
Diff: 2
Question Category: Concept

108) Robert Owen was greatly concerned with how workers were treated in factories of the Industrial Revolution.
Answer: TRUE
Explanation: Owen was appalled by the terrible working conditions in factories and proposed the creation of the ideal workplace, where workers were treated fairly and honorably.
Diff: 2
Question Category: Concept

109) Organizational behavior studies were based purely on theoretical ideals rather than actual observation.
Answer: FALSE
Explanation: OB studies were empirical—that is, based on actual behavior that took place in actual organizations—rather than theory-based.
Diff: 2
Question Category: Concept

110) The Hawthorne studies showed that the brighter the lights in the room, the more productive were workers who worked in the room.
Answer: FALSE
Explanation: Researchers for the Hawthorne studies expected productivity to be proportional to light intensity but instead found no direct relationship between the two variables.
Diff: 2
Question Category: Concept

111) Abraham Maslow's hierarchy of needs theory suggested once a need was satisfied, it stopped motivating behavior.
Answer: TRUE
Explanation: Maslow thought, for example, that basic needs such as food and shelter were enormously motivating when they were insufficient. However, once those basic needs were taken care of, they ceased to have major influence on behavior.
Diff: 2
Question Category: Concept

112) The Hawthorne studies suggested that groups could influence the productivity of an individual.
Answer: TRUE
Explanation: For example, individuals in groups that had high performance expectations tended to be much more productive than those in groups with low performance expectations.
Diff: 2
Question Category: Concept

113) The quantitative approach to management evolved out of mathematical methods of solving military problems.
Answer: TRUE
Explanation: The quantitative method came out of the statistical and mathematical problem-solving techniques that were used to solve problems in the military during World War II.
Diff: 2
Question Category: Concept

114) The "Whiz Kids" used statistical methods to improve decision making at the Ford Motor Company in the mid-1940s.
Answer: TRUE
Explanation: The Whiz Kids were a group of ex-military officers who applied their statistical problem-solving methods from the military to decision making at Ford with great success.
Diff: 2
Question Category: Concept

115) W. Edwards Deming's ideas about quality and management were first embraced by Japanese companies.
Answer: TRUE
Explanation: Deming's ideas were first adopted by Japanese companies. When these companies began to outperform American companies, U.S. organizations began to take notice of them.
Diff: 2
Question Category: Concept

116) Deming's total quality management system largely ignored the needs of customers.
Answer: FALSE
Explanation: Instead, Deming's TQM system focused almost exclusively on responding to the expectations and needs of the customer.
Diff: 2
Question Category: Concept

117) Contemporary approaches to management see the organization as a closed system in which all inputs and outputs stay within the system.
Answer: FALSE
Explanation: This approach sees the organization as an open, rather than a closed, system that takes in inputs from the outside environment and emits outputs to the outside environment.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

118) The idea of an organization as a *system* was borrowed from psychological concepts.
Answer: FALSE
Explanation: The system concept was borrowed from physical sciences, not psychology. In physical science, an open system is a system that exchanges matter and energy with its outside environment.
Diff: 2
Question Category: Concept

119) The contingency approach to management states that there is a single best way to manage all organizations.
Answer: FALSE
Explanation: The contingency approach says that there is no single approach that works best for an organization. Instead, managers need to look at individual situations and figure out the approach that was likely to work best.
Diff: 2
Question Category: Concept

120) A contingency variable that can affect managing style is organization size.
Answer: TRUE
Explanation: Organization size, environmental uncertainty, task routineness, and individual differences are all variables that can affect managerial style.
Diff: 2
Question Category: Concept

121) In today's organization, almost all employees have access to the mainframe computers that make up the company's computing resources.
Answer: FALSE
Explanation: Employees in today's workplace don't have or need access to mainframe computers. Instead, the employees themselves have computers and access to networks that in the past were controlled only by the company's mainframe computers.
Diff: 2
AACSB: Analytical thinking
Question Category: Analytical

122) In a short essay, discuss the impact that the Industrial Revolution had on management.
Answer: During the Industrial Revolution, which started in the late eighteenth century, machine power began to substitute for human power. This made it more economical to manufacture goods in centralized factories as opposed to small shops. The capacity of a factory to turn out hundreds rather than a handful of products each day suddenly created a need for such things as accurate planning, budgeting, scheduling, supervising, and monitoring of work that needed to be done.

Clearly, these kinds of activities could not be done casually or haphazardly, so a group of management professionals emerged. Large efficient factories needed managers to forecast demand and to ensure that enough material was on hand to make products. Managers were also needed to assign tasks to people and to direct daily activities. The increase in managers in turn necessitated the development of formal theories to guide managers in running large organizations.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

123) In a short essay, discuss the impact that the publication of Adam Smith's *Wealth of Nations* had on management.
Answer: In *Wealth of Nations,* Adam Smith argued, among other things, that the division of labor that took place in factories in which large, complex job tasks were broken down into small, repetitive actions would result in dramatic increases in productivity. This productivity would, in turn, bring new wealth to the countries that could employ this system of production.

Smith's prediction turned out to be only partly true as division of labor was discovered to have drawbacks. Though division of labor initially increased productivity, that increase tended to fade as workers, bogged down in repetitive tasks, lost morale and motivation to put out maximum effort.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

124) In a short essay, discuss scientific management.
Answer: Scientific management was largely developed by Frederick W. Taylor and summarized in his 1911 book *Principles of Scientific Management*. Taylor and the other proponents of scientific management observed workers on the job and assessed their performance.

Taylor felt that job performance of workers generally lacked uniformity, and rather than perform the task in the best way possible, workers were apt to use sloppy, ineffective, or inefficient techniques. Accordingly, Taylor developed the idea of the "one best way" to perform a job that maintained that managers should (a) identify the best possible manner in which a task could be performed and (b) require that workers use this method on the job.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

125) In a short essay, discuss the work of Henri Fayol and Max Weber as it relates to the general administrative approach to management.
Answer: Rather than look at the performance of individual workers the way Taylor did, Fayol and Weber applied scientific management to managers themselves. They observed how managers functioned on the job in an attempt to identify practices and attitudes of good management.

Fayol's first major contribution was to identify the five fundamental functions of management. These five functions still serve as major building blocks of basic management theory today, though they have been pared down to only four functions: planning, organizing, leading, and controlling. Fayol also identified the Fourteen Principles of Management.

Weber focused on observing and analyzing bureaucracies, which he saw as highly rational, and constituted an ideal way to configure an organization. Weber did not feel that all organizations should be bureaucracies, however. The form worked best, he thought, for very large organizations.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

126) In a short essay, describe how the work of Abraham Maslow influenced management.
Answer: Maslow thought that basic human needs formed a hierarchy in which as soon as one need was met, the individual moved on to seek to fulfill a higher-level need. Lower-level needs served as strong motivating factors as long as they remained unfulfilled. Once fulfilled, needs ceased being strong motivators.

As an example of Maslow's view, when a person is hungry, he or she is highly motivated to fulfill that need, even risking his or her life to obtain nourishment. Indeed, while the person is still without food, that need totally dominates the person's consciousness. However, once the person finds a situation that supplies ample food to meet that unfulfilled need, the motivation to obtain the need is greatly reduced. Instead of thinking about the need all the time, the person rarely gives the now-fulfilled need even a thought.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

127) In a short essay, identify the principles of management identified by Henri Fayol that are most important for establishing a manager's control over employees.
Answer: [Answers will vary.]
Authority—gives managers the right to give orders and have those orders followed.

Discipline—requires employees to obey and respect the rules that govern the organization.

Unity of command—states that every employee should receive orders from only one superior.

Subordination of individual interests to the general interest—states that the interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.

Scalar chain—the chain of command that allows the individuals who rank higher in the hierarchy to have authority over individuals below them.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

128) In a short essay, identify the principles of management identified by Henri Fayol that are most important for the satisfaction and welfare of employees.
Answer: [Answers will vary.]
Remuneration—workers must be paid a fair wage for their services.

Centralization—the degree to which employees are allowed to make decisions.

Equity—the idea that managers should treat subordinates fairly and with kindness.

Initiative—the opportunity for employees to originate and carry out their own plans to solve problems.

Esprit de corps—a feeling of team spirit that gives employees a sense of belonging.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

129) In a short essay, identify the principles of management identified by Henri Fayol that are most important for efficiency and productivity of the entire organization.
Answer: [Answers will vary.]
Division of work—job specialization that increases individual output by having employees perform simple, easy-to-perform job tasks.

Unity of direction—the organization should have a single plan of action to guide managers and workers.

Order—people and materials should be in the right place at the right time.

Stability of tenure of personnel—management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

130) In a short essay, describe the Hawthorne studies and how they were interpreted.
Answer: The Hawthorne studies were a series of studies conducted by engineers at the Western Electric Company Works in Cicero, Illinois. The engineers initially designed the studies as a scientific management experiment to test the effect of various illumination levels on worker productivity. The engineers expected a simple relationship to emerge—the greater the illumination was, the higher the productivity would be.

The results did not support the expectations of the engineers. Instead of a clear-cut relationship between light intensity and productivity, they saw varied results—some groups performed better than others in low light levels, for example. To explain these results, they began exploring the nature of groups and group interactions. These additional studies resulted in two primary conclusions. First, the authors of the studies concluded that group pressures could significantly affect individual performance. And second, they concluded that people behave differently when they know they are being observed in a test situation.

These results functioned to further the importance of human behavior as it pertains to management. After the Hawthorne studies, managers realized that people in a workplace could be affected by more things than just their jobs and the work conditions themselves.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

131) In a short essay, explain how the systems approach contributes to the understanding of management.
Answer: A system is defined as a set of interrelated and interdependent parts that function together as a single unit, or unified whole. This view, which sees the goal of a system to function as a unit, is valuable because it puts managers' focus on (a) making sure that individual parts are the best they can be; (b) making sure that the coordination of the parts is optimal; and (c) making sure that the entire organization as a functioning unit is operating at optimal level.

The second aspect of the systems approach that helps inform managers is the idea that an organization is an open system—that is, an organization doesn't exist in isolation from the rest of the world. The organization has its boundaries, and within those boundaries, managers need to work to make sure that things are performing at an optimal level.

That said, managers also need to keep the outer environment in mind from which organizations obtain inputs and to which they provide outputs. Though managers have much less control of the outer environment than they do of the inner organization itself, paying attention to the outer world and how it relates to the organization can help the organization become successful.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

132) In a short essay, describe the contingency approach to management.
Answer: For years, managers searched for the single best management approach that could be applied to any organization. Then, in the 1960s, theorists started thinking that perhaps there was no single "best" approach that could be applied universally. Instead, there were a variety of different "best" approaches that each was best suited to a particular situation.

Theorists dubbed this method of finding an appropriate management style the contingency approach because the style a manager would choose was contingent, or dependent, on the situation. To define different situations, the theorists identified a number of contingency variables that included organization size, routineness of task, and environmental uncertainty.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

133) In a short essay, describe how the contingency variable of organization size might affect management style.
Answer: As the size of an organization increases, so do the problems of managing that organization. For example, a single manager/boss might be able to handle all planning, organizing, motivating, leading, and controlling chores for an organization that has less than ten or so employees.

However, when the size of the organization suddenly jumps to twenty or thirty, a certain amount of formal hierarchy must be instituted, and when it jumps to one hundred or five hundred employees, the organization must feature quite a bit of formal structure and control. Therefore, the ideal management style of a small organization is necessarily very different from that of a very large organization.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

134) In a short essay, describe how the contingency variable of routineness of task might affect management style.
Answer: How routine the task is that employees perform can affect management style in a variety of ways. For example, a creative work team that routinely solves highly unique problems might require a managerial style that provides very little with respect to motivation—as the workers are motivated by the tasks themselves—but quite a bit in terms of structure in making sure that the team, for example, stays on task, doesn't stray to irrelevant, unproductive topics, adheres to schedules, and so on.

Assembly line workers, on the other hand, who perform the same repetitive tasks every day, might require a managerial style that includes quite a bit of motivation and encouragement as well as a variety of different rewards, such as prizes, to keep workers working at a highly productive rate.
Diff: 3
AACSB: Analytical thinking
Question Category: Analytical

135) In a short essay, describe how the contingency variable of environmental uncertainty might affect management style.

Answer: In an industry such as the newspaper business, for example, where there is a lot of uncertainty about jobs, revenues, and strategies that the paper will take and the priorities it should have, managers need to take on a very flexible but firm approach. They need to convey to employees that they are in charge and on the ball. At the same time, they need to be able to change strategies quickly if the business climate suddenly changes and promote a new strategy and set of priorities as the situation warrants.

In an industry with much less environmental uncertainty, managers can take a much more formal and prescribed course of action, putting, for example, great emphasis on sticking to planned goals rather than changing plans.

Diff: 3
AACSB: Analytical thinking
Question Category: Analytical