

Modern Management, 13e (Certo/Certo)

Chapter 2 Managing

1) Henri Fayol was a major contributor to the field of classical management theory.

Answer: TRUE

Page Ref: 27

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 1, 2

Difficulty: Easy

Classification: Conceptual

2) Frederick W. Taylor is commonly called the "father of scientific management."

Answer: TRUE

Page Ref: 27

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

3) The primary investigative tool in F.W. Taylor's research was motion study.

Answer: FALSE

Page Ref: 28

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

4) Motion study consists of reducing each job to the most basic movements possible.

Answer: TRUE

Page Ref: 29

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

5) Taylor pioneered a system in which workers could earn a bonus in addition to the piece rate if they exceeded their daily production quota.

Answer: FALSE

Page Ref: 29

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

6) Henri Fayol is regarded as the pioneer of administrative theory.

Answer: TRUE

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

7) Henri Fayol was more aware of the human side of production. According to him, the interests of one person should take priority over the interests of the organization as a whole.

Answer: FALSE

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

8) Fayol defined centralization as raising the importance of the subordinate role.

Answer: FALSE

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

9) According to Fayol, employee retention should not be given high priority as recruitment and selection costs of hiring new workers is low.

Answer: FALSE

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

10) A drawback of the classical approach is that it does not adequately emphasize human variables.

Answer: TRUE

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 1

Difficulty: Easy

Classification: Conceptual

11) The behavioral approach to management emphasizes increasing production through an understanding of people.

Answer: TRUE

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 3

Difficulty: Easy

Classification: Conceptual

12) The Hawthorne studies concluded that lighting and temperature changes within organizations could significantly influence production.

Answer: FALSE

Page Ref: 2-16

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Easy

Classification: Conceptual

13) One conclusion of the Hawthorne studies was that social groups in organizations could effectively exert pressure to influence individuals to disregard monetary incentives.

Answer: TRUE

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Easy

Classification: Conceptual

14) Abraham Maslow was a major contributor to the human relations movement in management.

Answer: TRUE

Page Ref: 33

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Easy

Classification: Conceptual

15) The behavioral science approach suggests that managers can best improve their organizations by using the scientific method and mathematical techniques to solve operational problems.

Answer: FALSE

Page Ref: 35

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 5

Difficulty: Easy

Classification: Conceptual

16) The use of mathematical models to investigate the decision situation is typical in management science applications.

Answer: TRUE

Page Ref: 36

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 5

Difficulty: Easy

Classification: Conceptual

17) The contingency approach is based on the premise that there is one best way to solve a management problem in all organizations.

Answer: FALSE

Page Ref: 37

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 9

Difficulty: Easy

Classification: Conceptual

18) The management science approach emphasizes "if-then" relationships: "If" this situational variable exists, "then" a manager probably would take this action.

Answer: FALSE

Page Ref: 37

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

Objective: 9

Difficulty: Easy

Classification: Conceptual

19) A closed system is not influenced by, and does not interact with, its environment.

Answer: TRUE

Page Ref: 37

Learning Outcome: Discuss the functions and tools of operations management

Objective: 7

Difficulty: Easy

Classification: Conceptual

20) The use of three sources of information — classical, behavioral, and management science approaches — to analyze the management system is referred to as triangular management.

Answer: TRUE

Page Ref: 39

Learning Outcome: Discuss the functions and tools of operations management

Objective: 9

Difficulty: Easy

Classification: Conceptual

21) The _____ approach to management was the product of the first concentrated effort to develop a body of management thought. The management writers who participated in this effort are considered the pioneers of management study.

A) behavioral

B) management science

C) classical

D) contingency

E) system

Answer: C

Page Ref: 27

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 1

Difficulty: Easy

Classification: Conceptual

22) The classical approach to management recommends that _____.

- A) managers enhance organizational success by building appropriate relationships with people
- B) managers improve their organizations by using the scientific method and mathematical techniques to solve operational problems
- C) managers continually strive to increase organizational efficiency to increase production
- D) what managers do in practice depends on, or is contingent upon, a given set of circumstances
- E) to fully understand the operation of an entity, the entity must be viewed as a system

Answer: C

Page Ref: 27

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 1

Difficulty: Moderate

Classification: Conceptual

23) Lower-level management analysis concentrates on the "one best way" to perform a task. The process of finding this "one best way" is known as _____.

- A) higher-level management
- B) contingency management
- C) comprehensive management
- D) scientific management
- E) system management

Answer: D

Page Ref: 27

Learning Outcome: Discuss the functions and tools of operations management

Objective: 1

Difficulty: Easy

Classification: Conceptual

24) _____ consists primarily of the work of Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry L. Gantt.

- A) Higher-level management analysis
- B) The behavioral approach
- C) Lower-level management analysis
- D) Management science
- E) Comprehensive management

Answer: C

Page Ref: 27

Learning Outcome: Discuss the functions and tools of operations management

Objective: 1

Difficulty: Easy

Classification: Conceptual

25) _____ is commonly called the "father of scientific management" because of the significance of his contributions.

- A) Frank Gilbreth
- B) Henry L. Gantt
- C) Lillian Gilbreth
- D) Henri Fayol
- E) Frederick W. Taylor

Answer: E

Page Ref: 28

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

26) F.W. Taylor's approach was unpopular with workers and unions because they feared that reengineering their jobs would lead to _____.

- A) lower piecework rates
- B) a decrease in productivity
- C) workers losing their jobs
- D) longer work days
- E) an increase in quality

Answer: C

Page Ref: 28

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

27) _____, the primary investigative tool in the Gilbreths' research, consists of reducing each job to the most basic movements possible.

- A) Ergonomics
- B) Motion study
- C) Piecework
- D) Reductionism
- E) Division of work

Answer: B

Page Ref: 29

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

28) Among the sample variables considered in analyzing motions, as pioneered by the Gilbreths, the environmental variables include _____.

- A) anatomy
- B) habits
- C) health
- D) brawn
- E) work clothes

Answer: E

Page Ref: 29

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Difficult

Classification: Conceptual

29) The Gilbreths aimed to increase worker efficiency by _____.

- A) reducing the number of movements taken to accomplish a task
- B) enforcing minimum criteria for the types of workers hired for a job
- C) instituting the piece-rate system for remuneration
- D) understanding what motivates employees to complete a task
- E) encouraging teamwork rather than individual work

Answer: A

Page Ref: 29

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Difficult

Classification: Conceptual

30) Which of the following approaches to management was advocated by Henry Gantt?

- A) the contingency approach
- B) using mathematical models to investigate the decision situation
- C) using human relations skills to manage workers
- D) work specialization and unity of command
- E) task-scheduling and rewarding innovations

Answer: E

Page Ref: 30

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

- 31) According to Gantt, the role of a manager is to _____.
A) divide specialized work among individuals and groups
B) make it to the employees' interests for accomplishing tasks
C) choose the management tactics best suited to particular situations
D) convince workmen to do work which they have no desire to do
E) use mathematical models to investigate the decision situation

Answer: B

Page Ref: 30

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Difficult

Classification: Conceptual

- 32) Managers use the Gantt chart to _____.
A) encourage worker initiative
B) conduct motion analysis of tasks
C) retain productive employees
D) monitor work schedules
E) reward innovation by workers

Answer: D

Page Ref: 30

Learning Outcome: Discuss the functions and tools of operations management

Objective: 2

Difficulty: Moderate

Classification: Conceptual

- 33) Which of the following is true of Henry Gantt's method of management?
A) The Gantt scheduling chart was found to be impractical and has fallen into disuse.
B) It gave less importance to the human side of production than F.W. Taylor's method.
C) Gantt believed that worker compensation should correspond only to production.
D) He considered that studying employee motivation was the role of scientific management.
E) It dealt with lower-level management analysis and not comprehensive analysis.

Answer: E

Page Ref: 30

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

- 34) Under the piece-rate system pioneered by Taylor, _____.
- A) workers were paid according to the amount they produced
 - B) managers develop their employees' work-related skills
 - C) each job was reduced to the most basic movement possible
 - D) workers were paid more than their managers
 - E) managers were paid only after the workers exceeded production

Answer: A

Page Ref: 30

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

- 35) Which of the following did Gantt advocate in addition to Taylor's piece-rate compensation system for workers?
- A) decentralizing authority
 - B) a bonus for overproduction
 - C) medical insurance coverage
 - D) mandatory employee training
 - E) tenure and job security

Answer: B

Page Ref: 30

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

- 36) Gantt believed in worker compensation that corresponded to production, through the piece-rate system, and overproduction, through the _____.
- A) staggered system
 - B) bonus system
 - C) pension system
 - D) interest system
 - E) profit system

Answer: B

Page Ref: 30

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

37) Under classical management theory, comprehensive analysis of management concerns the entire range of managerial performance. The primary contributor to this category was _____.

- A) Henri Fayol
- B) Frederick W. Taylor
- C) Henry L. Gantt
- D) Frank Gilbreth
- E) Ludwig von Bertalanffy

Answer: A

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

38) Because of his writings on the elements and general principles of management, Henri Fayol is usually regarded as the pioneer of _____.

- A) strategic management applications
- B) organizational behavior
- C) business finance model
- D) operations management theory
- E) administrative theory

Answer: E

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

39) To use which of the following resources of the organization, in a best way, did Fayol present work specialization?

- A) human
- B) capital
- C) monetary
- D) material
- E) technological

Answer: A

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

40) One of the general principles of management explained by Fayol is "unity of command." What does this principle mean?

- A) The entire organization should be moving toward a common objective.
- B) The interests of one person should take priority over the interests of the organization.
- C) All workers should receive orders from only one manager.
- D) All workers should be given the same orders by managers.
- E) All employees should be treated as equally as possible.

Answer: C

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

41) D&B Inc. conducted a review of its organizational practices and concluded that changes to the current system would result in increased efficiency. The company proposed a change in work timings and remuneration policies and implemented it for a trial period. When the employees were surveyed by their managers to discover their reaction to the changes, most employees noted that the new system boosted productivity, though a few reported that accommodating to the new system was difficult. However, management decided to go ahead and implement the new system. The actions of the management can be explained by Fayol's principle of _____.

- A) unity of command and direction
- B) lowering the importance of the subordinate role
- C) subordination of the individual to the general interest
- D) specialization of work
- E) esprit de corps

Answer: C

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 2

Difficulty: Moderate

Classification: Application

42) One of the general principles of management suggested by Fayol is centralization. What is centralization?

- A) Centralization is increasing the importance of the subordinate role.
- B) Centralization directs that the entire organization should be moving toward a common objective.
- C) Centralization is lowering the importance of the subordinate role.
- D) Centralization directs that all materials and people related to a specific kind of work should be assigned to the same general location.
- E) Centralization directs that the entire organization need not be moving toward a common objective.

Answer: C

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

43) In Fayol's principles of management, "decentralization" implies that _____.

- A) the entire organization should be moving toward a common objective
- B) the importance of the subordinate role should be increased
- C) work should be divided among individuals
- D) the interests of one person should be prioritized over the interests of the organization
- E) workers should receive orders from a number of managers

Answer: B

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

44) Each manager in an organization possesses certain amounts of authority. For example, the president possesses the most authority; the first-line supervisor, the least. According to Fayol, this is known as _____.

- A) unity of command
- B) esprit de corps
- C) stability of tenure
- D) scalar chain
- E) decentralization

Answer: D

Page Ref: 31

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

45) Lynn is a manager in a company that manufactures optical fibre cables. She follows the Fayol principle of "esprit de corps" in her interactions with her team. Which of the following does this imply?

- A) Lynn's team members are independent.
- B) Lynn's team members are fiercely competitive.
- C) Lynn's team members enjoy working in a centralized hierarchical system.
- D) Lynn's team members receive orders only from her.
- E) Lynn's team members are harmonious and upbeat.

Answer: E

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 2

Difficulty: Moderate

Classification: Application

46) Jane, a manager in a soda company, believes that the classical approach to management will help her schedule her employees' tasks and handle people better. But using only the classical approach may not be an ideal approach because _____.

- A) exact scientific knowledge of what could be done by a worker is substituted for opinion
- B) the scientific approach has proven to be ineffective in increasing production
- C) it is concerned with the entire range of managerial performance and not just the job design
- D) it does not adequately emphasize the human variables in the production process
- E) it does not have a "one best way" approach to management problems

Answer: D

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 1

Difficulty: Difficult

Classification: Application

47) Gene Co., a pharmaceutical company, directs its management to increase production through an understanding of people. The company believes that if managers understand their people and adapt their organizations to them, organizational success will follow. Which management approach is Gene Co. adopting in this scenario?

- A) system approach
- B) management science approach
- C) classical approach
- D) contingency approach
- E) behavioral approach

Answer: E

Page Ref: 32

Learning Outcome: Discuss the functions and tools of operations management

AACSB: Analytic Skills

Objective: 3

Difficulty: Moderate

Classification: Application

48) The Hawthorne Studies were conducted in two phases: the relay assembly test room experiments and the bank wiring observation room experiment. Which of the following approaches was developed based on these studies?

- A) the behavioral approach
- B) the contingency approach
- C) the system approach
- D) the management science approach
- E) the classical approach

Answer: A

Page Ref: 32

Learning Outcome: Discuss the functions and tools of operations management

Objective: 4

Difficulty: Moderate

Classification: Conceptual

49) One of the phases of the Hawthorne studies was the relay assembly test room experiments. The experimenters believed that if they studied productivity long enough, under different working conditions, they would discover the working conditions that maximized production. Thus, the orientation that these experiments originally had was of _____.

- A) comprehensive management
- B) scientific management
- C) behavioral management
- D) contingency management
- E) system management

Answer: B

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

50) Which of the following conclusions was drawn by the experimenters from the relay assembly test room experiments of the Hawthorne studies?

- A) The subjects did not find working in the test room enjoyable.
- B) There is no consistent relationship between productivity and lighting intensity.
- C) Subjects continued to show decreased production under all lighting conditions.
- D) Worker productivity increased with higher light intensity than lower light intensity.
- E) Worker productivity increased with lower light intensity than higher light intensity.

Answer: B

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

51) The purpose of the bank wiring observation room experiment, which is one of the phases of the Hawthorne studies, was to analyze _____.

- A) the impact of scientifically designed jobs on worker efficiency
- B) the most basic movements necessary to achieve a task
- C) the system improvements through task-scheduling innovation
- D) the social relationships in a work group
- E) the impact of unity of command in terms of productivity

Answer: D

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Easy

Classification: Conceptual

52) Which one of the following conclusions was drawn by the experimenters from the bank wiring observation room experiment?

- A) The subjects did not find working in the test room enjoyable.
- B) Human factors within organizations could significantly influence production.
- C) Members of the work group pressured one another to work harder so that each group member would receive more pay.
- D) Improved working conditions resulted in increased production.
- E) Social groups in organizations could effectively exert pressure to influence individuals to disregard monetary incentives.

Answer: E

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

53) Hawthorne study results helped managers to see that _____.

- A) better working conditions are subject to the managers' discretion
- B) reducing each work task to the most basic movements improves worker efficiency
- C) worker bonuses for overproduction helped increase productivity
- D) the best way to increase productivity was to set a good piece-rate system
- E) understanding what motivates employees is a critical part of being a manager

Answer: E

Page Ref: 33

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

54) _____, sparked off by the Hawthorne studies, is a people-oriented approach to management in which the interaction of people in organizations is studied to judge its impact on organizational success.

- A) The behavioral study movement
- B) The human relations movement
- C) The scientific management movement
- D) The "one best way" model
- E) The motion studies initiative

Answer: B

Page Ref: 33

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

55) The ultimate objective of the human relations approach is to _____.

- A) find "one best way" of managing people in an organization
- B) analyze the impact of environmental factors on worker behavior
- C) increase production by analyzing mathematical models of human behavior
- D) develop workers' job skills and reduce the movements necessary for them to accomplish a task
- E) enhance organizational success by building appropriate relationships with people

Answer: E

Page Ref: 33

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

56) According to Abraham Maslow, managers must understand the following needs of organization members: physiological, safety, social, esteem, and _____.

- A) motivational
- B) leadership
- C) monetary
- D) self-actualization
- E) intrinsic

Answer: D

Page Ref: 33

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Easy

Classification: Conceptual

57) The management science approach suggests that managers can best improve their organizations by _____.

- A) using the scientific method and mathematical techniques to solve operational problems
- B) understanding the physiological, safety, social, esteem, and self-actualization needs of organization members
- C) providing wage incentives to workers exceed their target production
- D) reducing the number of steps involved in performing a particular task
- E) making sure that all employees are treated as equally as possible

Answer: A

Page Ref: 35

Learning Outcome: Discuss factors influencing organizational structure decisions

Objective: 5

Difficulty: Easy

Classification: Conceptual

58) In the scientific approach to management advocated by management science researchers, after using a model to deduce how the system will behave under conditions, researchers must _____.

- A) observe the workings of the parts of the system
- B) separate the system into its component parts
- C) construct a generalized framework of the system
- D) observe the system whose behavior must be explained
- E) test the model by performing an experiment on the actual system

Answer: E

Page Ref: 36

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 6

Difficulty: Moderate

Classification: Conceptual

59) The scientific method dictates that scientists must test the model by performing an experiment on _____.

- A) the actual system to see whether the effects of changes predicted using the model actually occur when the changes are made
- B) various systems to see whether the effects of changes predicted using the model actually occur when the changes are made
- C) various systems to see whether the necessary changes can be incorporated
- D) the actual system and other systems to see whether the necessary changes can be incorporated
- E) various systems to see whether the necessary changes can be incorporated on the actual system

Answer: A

Page Ref: 36

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 6

Difficulty: Moderate

Classification: Conceptual

60) Which one of the following approaches has its origin in World War II, when scientists were asked to help the military solve complex operational problems?

- A) classical approach
- B) operations research approach
- C) behavioral approach
- D) human relations approach
- E) systems approach

Answer: B

Page Ref: 36

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 6

Difficulty: Easy

Classification: Conceptual

61) Which of the following is a characteristic of situations in which management science techniques are applied?

- A) Managers need help analyzing a large number of variables.
- B) The use of behavioral models to investigate the decision situation is indicated.
- C) Managers want to determine the psychological and behavioral attitudes of employees.
- D) Managers want to determine quality of the customer experience.
- E) Social implications are used as guidelines for making a particular decision.

Answer: A

Page Ref: 36

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 6

Difficulty: Moderate

Classification: Application

62) Which of the following statements is true for the management science approach?

- A) It is only suitable for management problems with a small number of variables.
- B) The use of behavioral models to investigate the decision situation is typical in management science applications.
- C) Management science techniques are not suited for analyzing quantifiable factors.
- D) Management science techniques decrease the effectiveness of managers in decision making.
- E) Management science applications generally use economic implications as guidelines for making a particular decision.

Answer: E

Page Ref: 36

Learning Outcome: Discuss the functions and tools of operations management

Objective: 6

Difficulty: Easy

Classification: Conceptual

- 63) One of the primary characteristics present in situations in which management science techniques are applied is _____.
- A) that the management problems have only a few variables
 - B) that the situation deals with quantifiable factors such as sales
 - C) that the situation deals with the physiological, safety, social, esteem, and self-actualization needs of organization members
 - D) that the situation deals with assessing qualitative factors of the workplace or environment
 - E) that social implications are the guidelines for making a particular decision

Answer: B

Page Ref: 36

Learning Outcome: Discuss the functions and tools of operations management

Objective: 6

Difficulty: Moderate

Classification: Conceptual

- 64) The use of mathematical models to investigate the decision situation is typical in _____.
- A) the classical approach
 - B) lower-level management analysis
 - C) upper-level management analysis
 - D) management science applications
 - E) motion study techniques

Answer: D

Page Ref: 36

Learning Outcome: Discuss the functions and tools of operations management

Objective: 6

Difficulty: Easy

Classification: Conceptual

- 65) Leo is analyzing ways to improve efficiency and productivity in a particular organization. The management problems being studied are very complicated and he needs help analyzing a large number of variables. He also intends to construct mathematical models to represent reality to determine how the real-world situation might be improved. In this scenario, Leo is applying the _____.

- A) systems approach
- B) management science approach
- C) lower-level management analysis approach
- D) motion-study techniques approach
- E) contingency approach

Answer: B

Page Ref: 36

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 6

Difficulty: Moderate

Classification: Application

66) _____ to management emphasizes that what managers do, in practice, depends on the given set of circumstances.

- A) The classical approach
- B) The lower-level management analysis approach
- C) The management science approach
- D) The contingency approach
- E) The comprehensive management analysis approach

Answer: D

Page Ref: 37

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 9

Difficulty: Easy

Classification: Conceptual

67) Jenna and two of her college friends recently initiated their own start-up. Jenna is in charge of recruiting people and personnel management. She hasn't had any experience in managing people and wants to establish a clear approach to management. However, she notices that the decisions she makes often vary depending on the people and situations. She realizes that the way she manages programmers needs a different outlook from the way she manages accountants. The most appropriate approach that Jenna could use in this scenario is the _____.

- A) classical approach
- B) behavioral approach
- C) management science approach
- D) comprehensive management approach
- E) contingency approach

Answer: E

Page Ref: 37

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 9

Difficulty: Difficult

Classification: Application

68) The _____ approach to management emphasizes "if-then" relationships: "If" this situational variable exists, "then" a manager probably would take this action.

- A) contingency
- B) management science
- C) behavioral
- D) comprehensive management analysis
- E) classical

Answer: A

Page Ref: 37

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 9

Difficulty: Easy

Classification: Conceptual

69) The _____ in which various management methods have the best chance of success are attempted to be outlined by the contingency approach.

- A) conditions
- B) techniques
- C) tools
- D) guidelines
- E) methods

Answer: A

Page Ref: 37

Learning Outcome: Discuss the functions and tools of operations management

Objective: 9

Difficulty: Easy

Classification: Conceptual

70) Which of the following statements is supported by the contingency approach to management?

- A) There is one best way to solve a management problem in any organization.
- B) Managers' decisions vary depending on the particular situation and the people involved.
- C) In most cases, solutions to similar problems will apply across organizations.
- D) Managers within the same organization should follow the same solution for similar problems.
- E) Managers should make decisions that are consistent from employee to employee.

Answer: B

Page Ref: 37

Learning Outcome: Discuss the functions and tools of operations management

Objective: 9

Difficulty: Moderate

Classification: Conceptual

71) Dress codes are a contentious subject in workplaces. Gen Y workers favor a more casual style than older workers, who are often uncomfortable with the idea of wearing casual clothes to work. Human resources departments often find it difficult to enforce company dress codes appropriately. Managers find that one of the ways to address this situation is by using the contingency approach. Which of the following is the best example of the contingency approach to management?

A) Rotec Inc. requires all employees to dress formally throughout the week, and allows business casuals on Fridays.

B) Sandman Designs allows employees who don't meet clients to dress casually, while employees who must meet clients are required to wear formals.

C) G&B Solutions developed a series of guidelines to let employees know what is considered appropriate and inappropriate office wear.

D) Waterstones observed and compared employee behavior and productivity on "formal wear" and "casual wear" days and used the findings to devise a company dress code.

E) Letterman Inc. invited employees to share their clothing preferences and used these suggestions to frame a company dress code.

Answer: B

Page Ref: 37

Learning Outcome: Discuss the functions and tools of operations management

AACSB: Analytic Skills

Objective: 9

Difficulty: Difficult

Classification: Application

72) _____ is recognized as the founder of general system theory.

A) Ludwig von Bertalanffy

B) Henri Fayol

C) Abraham Maslow

D) L. Thomas Hopkins

E) F.W. Taylor

Answer: A

Page Ref: 37

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 7

Difficulty: Easy

Classification: Conceptual

73) If a television (as a whole) is to exist and serve its purpose, its screen, controls, and other parts must function in a predetermined way, regardless of the weather. This is an example of a(n) _____.

- A) static system
- B) open system
- C) passive system
- D) closed system
- E) conditional system

Answer: D

Page Ref: 37

Learning Outcome: Discuss factors influencing organizational structure decisions

AACSB: Analytic Skills

Objective: 7

Difficulty: Moderate

Classification: Application

74) Constant interaction with the environment influences a human's state of existence and future. Hence, a human is an example of a(n) _____.

- A) static system
- B) inert system
- C) closed system
- D) conditional system
- E) open system

Answer: E

Page Ref: 37

Learning Outcome: Identify and discuss the components of the human resource management process

AACSB: Analytic Skills

Objective: 7

Difficulty: Moderate

Classification: Application

75) According to the guidelines suggested by L. Thomas Hopkins for anyone conducting system analysis, the nature of the part and its function is determined by its _____.

- A) position in the whole
- B) importance to the operation
- C) structural integrity
- D) source and origin
- E) design and orientation

Answer: A

Page Ref: 38

Learning Outcome: Discuss the functions and tools of operations management

Objective: 7

Difficulty: Moderate

Classification: Conceptual

76) In terms of management system, the cheese used in the making of a sandwich at a restaurant is a(n) _____.

- A) finished good
- B) organizational output
- C) production process
- D) organizational process
- E) organizational input

Answer: E

Page Ref: 38

Learning Outcome: Discuss the functions and tools of operations management

AACSB: Analytic Skills

Objective: 7

Difficulty: Moderate

Classification: Application

77) The use of the classical, behavioral and management science approaches as sources of information to analyze the management system is referred to as _____.

- A) open-system management
- B) democratic management
- C) triangular management
- D) middle-level management
- E) lower-level management

Answer: C

Page Ref: 39

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 9

Difficulty: Easy

Classification: Conceptual

78) A synthesis of classically based information, behaviorally based information, and management science-based information is critical to effective use of the _____.

- A) management system
- B) operations system
- C) science approach
- D) classical approach
- E) behavioral approach

Answer: A

Page Ref: 39

Learning Outcome: Discuss the functions and tools of operations management

Objective: 9

Difficulty: Moderate

Classification: Conceptual

79) Every Monday morning, the hundred-odd employees at Axis Systems Ltd. meet to discuss the work situation. The managers of various departments summarize what their departments have done over the past week. Employees can track the various stages of any project and understand how their tasks fit into the whole process. Which of the following aspects of a learning organization does this scenario illustrate?

- A) shared vision
- B) team learning
- C) personal mastery
- D) systems thinking
- E) challenging of mental models

Answer: D

Page Ref: 40

Learning Outcome: Discuss the functions and tools of operations management

AACSB: Analytic Skills

Objective: 8

Difficulty: Moderate

Classification: Application

80) A _____ is an organization that does well in creating, acquiring, and transferring knowledge, and in modifying behavior to reflect new knowledge.

- A) conducive organization
- B) mastering organization
- C) learning organization
- D) transfer organization
- E) modified organization

Answer: C

Page Ref: 40

Learning Outcome: Discuss factors influencing organizational structure decisions

Objective: 8

Difficulty: Moderate

Classification: Conceptual

81) _____ emphasize systematic problem solving, experimenting with new ideas, learning from experience and past history, learning from the experiences of others, and transferring knowledge rapidly throughout the organization.

- A) Systems thinking
- B) Contingency approach
- C) Creative environments
- D) Learning organizations
- E) Managers

Answer: D

Page Ref: 40

Learning Outcome: Discuss the functions and tools of operations management

Objective: 8

Difficulty: Moderate

Classification: Conceptual

82) In a learning organization, every organization member should understand his or her own job and how the jobs fit together to provide final products to the customer. This is known as _____.

- A) personal mastery
- B) team learning
- C) challenging of mental models
- D) shared vision
- E) systems thinking

Answer: E

Page Ref: 40

Learning Outcome: Discuss factors influencing organizational structure decisions

Objective: 8

Difficulty: Moderate

Classification: Conceptual

83) Organization members routinely challenge the way business is done and the thought processes people use to solve organizational problems. This is known as _____.

- A) challenging of mental models
- B) team learning
- C) personal mastery
- D) challenging systems thinking
- E) learning experience

Answer: A

Page Ref: 40

Learning Outcome: Discuss factors influencing organizational structure decisions

Objective: 8

Difficulty: Moderate

Classification: Conceptual

84) Which of the following is the best example of a learning organization?

A) Patersons, a family firm, has been in business for a century and operates in much the same way as it did when it first began. Many find the company culture paternalistic, but it provides generous employee benefits, which is a definite advantage.

B) Lowry Ltd emphasizes the reductionist philosophy in management: the company attempts to analyze and understand operational problems by reducing them to the interactions of their parts.

C) Cleary Consulting takes pride in the fact that all its departments are autonomous and self-sufficient. Each functions independently, with minimal interaction with other departments.

D) Nesbit & White has been in business for just two years, and the small firm still operates almost informally. The weekly company meeting gives employees a sense of community and a chance to know how everyone is working to achieve their common goals.

E) Park Systems has been immensely successful in a very short time. The key to this has been the individual freedom that it offers employees, who develop their own ways of working and solving problems. The company concentrates only on the end result.

Answer: D

Page Ref: 40

Learning Outcome: Discuss the functions and tools of operations management

AACSB: Analytic Skills

Objective: 8

Difficulty: Difficult

Classification: Application

85) How is lower-level management analysis different from comprehensive analysis of management? Is the latter approach suitable for an organization focusing on increasing productivity by concentrating on the "one best way" to perform a task? Explain your answer.

Answer: The two areas in the classical approach are the lower-level management analysis and comprehensive analysis of management.

Lower-level management analysis consists primarily of the work of Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry L. Gantt. These individuals studied mainly the jobs of workers at lower levels of the organization. Lower-level management analysis concentrates on the "one best way" to perform a task; that is, it investigates how a task situation can be structured to get the highest production from workers.

Managers who embrace the comprehensive view are concerned with the entire range of managerial performance. The most notable contributor to this view was Henri Fayol. The elements of management he outlined — planning, organizing, commanding, coordinating, and control — are still considered worthwhile divisions under which to study, analyze, and affect the management process.

For an organization focusing on increasing productivity by concentrating on the "one best way" to perform a task, the lower-level management approach is best suited if the tasks are applicable only to the workers and lower management. But by embracing the comprehensive view the organization can address the entire range of managerial performance, if required.

Page Ref: 27, 29

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Moderate

Classification: Conceptual

86) List any seven general principles of management and their defining themes as described by Fayol.

Answer: (Students may write about any seven of the following points.)

Fayol's general principles of management cover a broad range of topics, but organizational efficiency, the handling of people, and appropriate management action are the three general themes he stresses.

1. Division of work — Work should be divided among individuals and groups to ensure that effort and attention are focused on special portions of the task. Fayol presented work specialization as the best way to use the human resources of the organization.
2. Authority — The concepts of authority and responsibility are closely related. Authority was defined by Fayol as the right to give orders and the power to exact obedience. Responsibility involves being accountable, and is therefore naturally associated with authority. Whoever assumes authority also assumes responsibility.
3. Discipline — A successful organization requires the common effort of workers. Penalties should be applied judiciously to encourage this common effort.
4. Unity of command — Workers should receive orders from only one manager.
5. Unity of direction — The entire organization should be moving toward a common objective, in a common direction.
6. Subordination of individual interests to the general interests — The interests of one person should not take priority over the interests of the organization as a whole.
7. Remuneration — Many variables, such as cost of living, supply of qualified personnel, general business conditions, and success of the business, should be considered in determining a worker's rate of pay.
8. Centralization — Fayol defined centralization as lowering the importance of the subordinate role. Decentralization is increasing the importance. The degree to which centralization or decentralization should be adopted depends on the specific organization in which the manager is working.
9. Scalar chain — Managers in hierarchies are part of a chainlike authority scale. Each manager, from the first-line supervisor to the president, possesses certain amounts of authority. The president possesses the most authority; the first-line supervisor, the least. Lower-level managers should always keep upper-level managers informed of their work activities. The existence of a scalar chain and adherence to it are necessary if the organization is to be successful.
10. Order — For the sake of efficiency and coordination, all materials and people related to a specific kind of work should be assigned to the same general location in the organization.
11. Equity — All employees should be treated as equally as possible.
12. Stability of tenure of personnel — Retaining productive employees should always be a high priority of management. Recruitment and selection costs, as well as increased product reject rates, are usually associated with hiring new workers.
13. Initiative — Management should take steps to encourage worker initiative, which is defined as new or additional work activity undertaken through self-direction.

14. Esprit de corps — Management should encourage harmony and general good feelings among employees.

Page Ref: 31-32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 2

Difficulty: Easy

Classification: Conceptual

87) What is the behavioral approach to management?

Answer: The behavioral approach to management emphasizes increasing production through an understanding of people. According to proponents of this approach, if managers understand their people and adapt their organizations to them, organizational success will usually follow.

Page Ref: 32

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 3

Difficulty: Easy

Classification: Conceptual

88) What is the human relations movement in management theory? How would you, as a manager in an organization, use the human relations approach to manage employees?

Answer: The Hawthorne Studies sparked the human relations movement, a people-oriented approach to management in which the interaction of people in organizations is studied to judge its impact on organizational success. The ultimate objective of this approach is to enhance organizational success by building appropriate relationships with people.

Student answers may vary but they need to explain how they would incorporate humane methods in managing people, focus on building appropriate relationships with people and what facilities would encourage these tasks.

Page Ref: 33

Learning Outcome: Identify and discuss the components of the human resource management process

Objective: 4

Difficulty: Moderate

Classification: Conceptual

89) How does a manager's understanding of his employees' physiological, safety, social, esteem, and self-actualization needs improve productivity?

Answer: Student answers may vary.

An individual pursues a task that best meets his needs — an employee is no different. Employees continue with organizations that meet their needs, and once they don't, the employees move on to other avenues. By understanding the various needs of an employee, such as physiological, safety, social, esteem, and self-actualization needs, the manager can create an environment that is conducive to meet these needs. This motivational environment is ideal for encouraging employee behaviors that result in increased productivity.

Page Ref: 33

Learning Outcome: Discuss the functions and tools of operations management

Objective: 4

Difficulty: Difficult

Classification: Conceptual

90) What are the steps involved in using the scientific method?

Answer: The scientific method dictates that scientists:

1. Systematically observe the system whose behavior must be explained to solve the problem.
2. Use these specific observations to construct a generalized framework (a model) that is consistent with the specific observations and from which consequences of changing the system can be predicted.
3. Use the model to deduce how the system will behave under conditions that have not been observed but could be observed if the changes were made.
4. Finally, test the model by performing an experiment on the actual system to see whether the effects of changes predicted using the model actually occur when the changes are made.

Page Ref: 35-36

Learning Outcome: Discuss the functions and tools of operations management

Objective: 5

Difficulty: Easy

Classification: Conceptual