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Student: _____

1. World trade is growing at a slower rate than is world gross domestic product.

True False

2. A culturally diverse workforce is becoming a reality in the United States.

True False

3. In recent years, Japan and China have become racially diverse societies.

True False

4. African-Americans are one of the slowest-growing groups in the U.S. employee workforce.

True False

5. In a general sense, *technology* is the process that converts raw materials or intellectual capital into products or services.

True False

6. Technology can yield a competitive advantage only when it is utilized effectively.

True False

7. Information is a commodity that, when applied effectively, can result in higher growth and productivity.

True False

8. The formal and modern study of management started in Babylonia, around 5000 B.C.

True False

9. A common body of management knowledge had been developed prior to the rise of the Roman Empire.

True False

10. A new industrial era began in the United States around the time of the Civil War.

True False

11. According to Frederick W. Taylor, father of scientific management, management and labor must operate independently to achieve the maximum good for society.

True False

12. Frederick Taylor, father of scientific management, stated that there should be an almost equal division of work and responsibility between managers and non-managers.

True False

13. Organizational Behavior (OB) is considered a way of thinking.

True False

14. The field of Organizational Behavior (OB) is personality-oriented.

True False

15. In the field of Organizational Behavior (OB), the scientific method is deemed important in studying variables and relationships.

True False

16. The Internet is an example of an electronic information sharing system.

True False

17. Most things that a leader will face within an organization are fixed and inactive.

True False

18. Mary Parker Follett, following in the footsteps of Taylor's scientific management, embraced his view of human needs and workplace relationships.

True False

19. Mary Parker Follet was one of the first management theorists to promote participatory decision making and decentralization.

True False

20. The Hawthorne Studies discovered that workers are more productive when they are observed and studied, because it makes them feel important.

True False

21. During the Hawthorne studies, Harvard researchers found that individual behavior was modified within, and by, work groups.

True False

22. Organizations tend to create societies, within which they may compatibly exist.

True False

23. The economic data churned out by the government every month fails to identify whether workers are working harder or smarter.

True False

24. In the past several years, the percentage of managers and professionals working 49 hours or more per week has increased.

True False

25. According to the text, motivation and intelligence interact to determine performance.

True False

26. One of the least powerful influences on individual performance is an organization's reward system.

True False

27. Sometimes, performance of the work or job itself is all the reward an employee needs.

True False

28. Stress can result from an imbalance in the interaction between the job and the worker.

True False

29. Whether stress is positive or negative depends on an individual's educational background, gender, and age.

True False

30. Interpersonal influence and group behavior are powerful forces that can influence organizational behavior.

True False

31. Jim, Mike, Kathy, and La Keisha are all friends at work because of their common interest in raising chickens. Thus, they constitute an informal group.

True False

32. Having conflict among groups is never good for an organization.

True False

33. Having control over others is an uncomfortable or offensive thought to many Americans.

True False

34. Organizational survival is related to the ability of management to *receive*, *transmit*, and *transform* information.

True False

35. The quality of decision making in an organization depends on selecting proper goals, and then identifying the means for achieving them.

True False

36. Leaders may be found in both formal and informal groups.

True False

37. Leaders are exclusively managers within formal organizations.

True False

38. To work effectively in organizations, managers must have a clear understanding of the organizational structure.

True False

39. Change and innovation typically disrupt normal routines and patterns of behavior.

True False

40. In certain situations, organizational effectiveness can be improved by making significant changes in the total organization.

True False

41. The field of organizational behavior focuses on just two levels of analysis: individual and group.

True False

42. One of the basic concepts of systems theory is that managers must deal with the internal aspects of organizational behavior before dealing with the external aspects.

True False

43. With the passage of time, every organization takes, processes, and returns resources to the environment.

True False

44. An organization forms, develops, matures, and declines in relation to internal political circumstances.

True False

45. Unlike products, organizations do not have life cycles.

True False

46. Quality is defined as meeting customer's *needs* and *expectations*.

True False

47. *Efficiency* is the extent to which an organization can and does respond to internal and external changes.

True False

48. People behave in both predictable and unpredictable ways.

True False

49. Systems theory is used to integrate organizational effectiveness and time.

True False

50. According to the text, six forces are reshaping the nature of managing within organizations. They include a new worker/employer psychological contract, human resource power, globalism, cultural diversity, rapidity of change, and _____.

- A. the economic climate
- B. political unrest
- C. mentoring
- D. technology

51. The success of an organization is determined by the way people work, think, and behave. This is an example of the power of:

- A. Cultural diversity
- B. Globalism
- C. Human resources
- D. Psychological contracts

52. The competitive forces facing managers are led primarily by _____ changes and increasing globalization.

- A. technological
- B. environmental
- C. political
- D. economic

53. To develop and sustain an advantage in an increasingly competitive, globalized world, managers must harness the powers of information technology and _____ to be successful.

- A. decisiveness
- B. language fluency
- C. democracy
- D. human capital

54. When it comes to knowledge, organizations must do all of the following *except*:

- A. Transfer it to employees
- B. Identify it
- C. Guard it jealousy
- D. Update it continuously

55. Global competition is characterized by _____ that bring together countries, institutions, and people.

- A. networks
- B. laws
- C. regulations
- D. organizations

56. Which of the following countries is ranked *highest* on the Globalization Index?

- A. United States
- B. Singapore
- C. United Kingdom
- D. Norway

57. How well a firm _____ and motivates a skilled workforce will have a major impact on its ability to compete in the global marketplace.

- A. recruits
- B. retains
- C. selects
- D. All of the choices are correct.

58. The semiconductor pioneer Gordon Moore predicted in 1965 that computer power would double every _____.

- A. five years
- B. three years
- C. two years
- D. twelve months

59. In the agricultural era, _____ was/were the core factor(s) in achieving competitive advantage.

- A. improved crops
- B. having a local market
- C. land
- D. cheap labor

60. According to the National Academies' Center for Education, the U.S. economy will continue to develop into a _____ economy, with high-paid, high-skill jobs at one end and low-paid, low-skill jobs at the other.

- A. pyramid
- B. yo-yo
- C. barbell
- D. linear

61. The introduction of _____ fostered an era of "information technology."

- A. electricity
- B. globalization
- C. computer technology
- D. the Internet

62. The first modern management articles were published in _____ journals.

- A. human resource
- B. engineering
- C. scientific
- D. psychology

63. In 1886, an engineer named Frederick W. Taylor presented a paper on scientific management at a national meeting of engineers that was titled *The Engineer as* _____.

- A. *a Specialist*
- B. *a Manager*
- C. *an Economist*
- D. *a Scientist*

64. Frederick W. Taylor believed in _____ approach to job design.

- A. the rule-of-thumb
- B. a scientific
- C. a just-in-time
- D. a laize-faire

65. Behavior is viewed as operating at individual, _____, and organizational levels.

- A. emotional
- B. spiritual
- C. structural
- D. group

66. Fayol's approach to management was significant, in that it contributed to all of the following developments and positions *except*:

- A. Management is a separate body of knowledge that can be applied in any type of organization
- B. A theory of management can be learned and taught

- C. There is a need for teaching management in colleges
- D. On-the-job training is the best way to impart management skills

67. Fayol's theory of management emphasized the importance of all of the following *except*:

- A. Conserving
- B. Planning
- C. Organizing
- D. Coordinating
- E. Controlling

68. Which of the following has contributed to the study of organizational behavior?

- A. Psychology and sociology
- B. Social psychology and anthropology
- C. Political science
- D. All of the choices are correct.

69. The Hawthorn studies originally concluded that supportive managers paying attention to workers made them more productive. However, a reanalysis of the data suggested that the productivity increase was due to managerial discipline and _____.

- A. fear of job loss
- B. peer pressure
- C. productivity bonuses
- D. job training

70. According to the Hawthorne studies, workers respond to all of the following *except*:

- A. group norms
- B. social pressures
- C. observation
- D. discipline

71. Every organization must respond to the needs of _____.

- A. its customers or clients
- B. legal and political constraints
- C. economic and technological changes
- D. All of the choices are correct.

72. The foundation of organization performance is _____ performance.

- A. product
- B. managerial
- C. financial
- D. individual

73. Which of the following statements about motivation is *true*?

- A. Motivation is the primary determinant of performance
- B. Most managers do not need to understand motivation
- C. Motivation and the ability to work interact to determine performance
- D. Most behavioral scientists agree that there is one best theory of motivation

74. A surgical team performing open-heart surgery on a patient is an example of a(n) _____ group.

- A. informal
- B. formal

75. _____ is the ability to get someone to do something you want done, or to make things happen the way you want them to happen.

- A. Prestige
- B. Perseverance
- C. Power
- D. Persuasion

76. The neighborhood book club, which has fifty members, is an example of a(n) _____ group.

- A. informal
- B. formal

77. Which of the following statements about power is *true*?

- A. Most people are comfortable with the concept of having power over others.
- B. The concept of having power over others is offensive to everybody.
- C. To be a good manager, a person must have a high desire for power.
- D. Managers derive power from both organizational and individual sources.

78. The power of managers is clearly evidenced when they make decisions about _____.

- A. the employees' well-being

- B. distributing organizational resources
- C. designing and implementing rules and policies
- D. All of the choices are correct.

79. According to the text, organizational survival is related to the ability of management to do all of the following with information *except*:

- A. Consolidate it
- B. Transmit it
- C. Act on it
- D. Receive it

80. Adam Smith wrote in the Wealth of Nations, over two centuries ago, that operational efficiency could be achieved most easily through _____.

- A. highly qualified employees
- B. high degrees of specialization
- C. a low employee-to-manager ratio
- D. equipment modernization

81. The Levi Strauss company emphasized all of the following throughout its history, *except*:

- A. quick adaptation to current fashion trends
- B. quality
- C. being socially responsible
- D. hiring the most talented people

82. Frederick Taylor used _____ studies to find the "one best way" to do an effective (efficient) job.

- A. cause and effect
- B. time and motion
- C. return on investment
- D. repetitive action

83. According to systems theory, an organization acquires resources (inputs) from a larger system, which is _____.

- A. the environment
- B. the home country
- C. the world economic system
- D. constantly changing

84. The overarching criterion that cuts across the time dimension model of effectiveness is _____.

- A. productivity
- B. quality
- C. adaptiveness
- D. efficiency

85. J. M. Juran and W. Edwards Deming, in 1950, introduced the importance of _____ to the public.

- A. quality
- B. efficiency
- C. profitability
- D. consistent management

86. Competition has caused many organizations to make quality their top priority in the _____ run.

- A. short
- B. intermediate
- C. long
- D. All of the choices are correct.

87. As presented in the text, _____ reflects the relationship between inputs and output.

- A. productivity
- B. quality
- C. adaptiveness
- D. innovation

88. _____ is the ratio of outputs to inputs.

- A. Productivity
- B. Efficiency
- C. Adaptability
- D. Production

89. The _____ criterion measures the ability of an organization to increase its ability to deal with environmental demands.

- A. productivity
- B. efficiency
- C. adaptiveness
- D. development

90. Identify three common, physical symptoms that are related to stress.
91. What are the four basic elements of a system?
92. What abilities will managers need in order to be successful in the 21st century? Which of these abilities do you have now? How do you plan to acquire the others?
93. The psychological contract between workers and employers specifies what each expects to give and receive from the other. What can you offer an employer, and what do you expect in return?
94. The power of human resources, globalism, cultural diversity, the rapidity of change, a new worker-employer psychological contract, and technology are reshaping management practices. What are the likely outcomes of ignoring or resisting these forces?
95. What are some of the conclusions about human behavior in the workplace that were uncovered by the Hawthorne studies?
96. Some of the value principles of Levi Strauss are based on *diversity*, *ethical practices*, and *empowerment*. How does management expect them to be demonstrated on the job?
97. What are the two main conclusions suggested by systems theory, as it relates to effectiveness?
98. What are five things that you, as a manager, can do to lead your team to higher levels of effectiveness?
99. Identify five short-run indicators that managers can measure to assess the probability of an organization's long-run survival.
100. As a manager, what type of quality improvement results should you strive for to achieve success over both the short and long run?

101. Identify five measures of *productivity* and three cost or time measures of *efficiency*.

102. Both employers and employees make assumptions and have beliefs that are the basis of the new psychological contract. Employers believe that no worker is guaranteed a lifelong job or pay raise, and that good worker performance will produce profits. What beliefs or assumptions do employees make?

1 KEY

1. ^{(p. 5} World trade is growing at a slower rate than is world gross domestic product.
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FALSE

As a result of global integration, the rate of world trade is growing faster than is world gross domestic product. That is, the trading of goods and services among nations has been increasing faster than the world production of goods.

*Difficulty: Medium
Ivancevich - Chapter 01 #1*

2. ^(p. 6) A culturally diverse workforce is becoming a reality in the United States.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #2*

3. ^(p. 6) In recent years, Japan and China have become racially diverse societies.

FALSE

Japan and China are basically homogeneous societies in terms of race.

*Difficulty: Easy
Ivancevich - Chapter 01 #3*

4. ^(p. 7) African-Americans are one of the slowest-growing groups in the U.S. employee workforce.

FALSE

African-Americans are one of the fastest-growing groups in the U.S. employee workforce, as are Asians and Hispanics.

*Difficulty: Medium
Ivancevich - Chapter 01 #4*

5. ^(p. 7) In a general sense, *technology* is the process that converts raw materials or intellectual capital into products or services.

TRUE

*Difficulty: Medium
Ivancevich - Chapter 01 #5*

6. ^(p. 8) Technology can yield a competitive advantage only when it is utilized effectively.

TRUE

*Difficulty: Medium
Ivancevich - Chapter 01 #6*

7. ^(p. 9) Information is a commodity that, when applied effectively, can result in higher growth and productivity.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #7*

8. ^(p. 9) The formal and modern study of management started in Babylonia, around 5000 B.C.

FALSE

The formal and modern study of management started around 1900.

*Difficulty: Medium
Ivancevich - Chapter 01 #8*

9. ^(p. 10) A common body of management knowledge had been developed prior to the rise of the Roman Empire.

FALSE

There was no common body of knowledge or theoretical basis for managing the Roman Empire or building the Great Pyramid of Cheops.

*Difficulty: Medium
Ivancevich - Chapter 01 #9*

10. ^(p. 10) A new industrial era began in the United States around the time of the Civil War.

TRUE

*Difficulty: Medium
Ivancevich - Chapter 01 #10*

11. ^(p. 10) According to Frederick W. Taylor, father of scientific management, management and labor must operate independently to achieve the maximum good for society.

FALSE

According to Frederick W. Taylor, management and labor must cooperate to achieve the maximum good for society.

*Difficulty: Medium
Ivancevich - Chapter 01 #11*

12. (p. 10) Frederick Taylor, father of scientific management, stated that there should be an almost equal division of work and responsibility between managers and non-managers.

TRUE

Difficulty: Medium
Ivancevich - Chapter 01 #12

13. (p. 11) Organizational Behavior (OB) is considered a way of thinking.

TRUE

Difficulty: Medium
Ivancevich - Chapter 01 #13

14. (p. 11) The field of Organizational Behavior (OB) is personality-oriented.

FALSE

The field of Organizational Behavior (OB) is performance-oriented.

Difficulty: Medium
Ivancevich - Chapter 01 #14

15. (p. 12) In the field of Organizational Behavior (OB), the scientific method is deemed important in studying variables and relationships.

TRUE

Difficulty: Medium
Ivancevich - Chapter 01 #15

16. (p. 13) The Internet is an example of an electronic information sharing system.

TRUE

Difficulty: Easy
Ivancevich - Chapter 01 #16

17. (p. 13) Most things that a leader will face within an organization are fixed and inactive.

FALSE

Most things that a leader will face within an organization are in motion or churning.

Difficulty: Easy
Ivancevich - Chapter 01 #17

18. (p. 13) Mary Parker Follett, following in the footsteps of Taylor's scientific management, embraced his view of human needs and workplace relationships.

FALSE

Mary Follett was opposed to Taylor's lack of specific attention to human needs and relationships in the workplace.

Difficulty: Hard
Ivancevich - Chapter 01 #18

19. (p. 13) Mary Parker Follet was one of the first management theorists to promote participatory decision making and decentralization.

TRUE

Difficulty: Hard
Ivancevich - Chapter 01 #19

20. (p. 14) The Hawthorne Studies discovered that workers are more productive when they are observed and studied, because it makes them feel important.

TRUE

Difficulty: Easy
Ivancevich - Chapter 01 #20

21. (p. 14) During the Hawthorne studies, Harvard researchers found that individual behavior was modified within, and by, work groups.

TRUE

Difficulty: Easy
Ivancevich - Chapter 01 #21

22. (p. 14) Organizations tend to create societies, within which they may compatibly exist.

FALSE

Organizations do not create societies; societies create organizations.

Difficulty: Medium
Ivancevich - Chapter 01 #22

23. (p. 17) The economic data churned out by the government every month fails to identify whether workers are working harder or smarter.

TRUE

Difficulty: Easy
Ivancevich - Chapter 01 #23

24. (p. 17) In the past several years, the percentage of managers and professionals working 49 hours or more per week has increased.

FALSE

In the past several years, the percentage of managers and professionals working 49 hours or more per week has begun to fall. It is down to 27.9 percent from 29.5 percent.

*Difficulty: Medium
Ivancevich - Chapter 01 #24*

25. (p. 17) According to the text, motivation and intelligence interact to determine performance.

FALSE

Motivation and the ability to work interact to determine performance.

*Difficulty: Medium
Ivancevich - Chapter 01 #25*

26. (p. 18) One of the least powerful influences on individual performance is an organization's reward system.

FALSE

One of the most powerful influences on individual performance is an organization's reward system.

*Difficulty: Medium
Ivancevich - Chapter 01 #26*

27. (p. 18) Sometimes, performance of the work or job itself is all the reward an employee needs.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #27*

28. (p. 18) Stress can result from an imbalance in the interaction between the job and the worker.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #28*

29. (p. 18) Whether stress is positive or negative depends on an individual's educational background, gender, and age.

FALSE

Whether stress is positive or negative depends on one's tolerance level.

*Difficulty: Easy
Ivancevich - Chapter 01 #29*

30. (p. 18) Interpersonal influence and group behavior are powerful forces that can influence organizational behavior.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #30*

31. (p. 19) Jim, Mike, Kathy, and La Keisha are all friends at work because of their common interest in raising chickens. Thus, they constitute an informal group.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #31*

32. (p. 19) Having conflict among groups is never good for an organization.

FALSE

Conflict among groups can have beneficial results for an organization, as long as it is not too much or the wrong kind.

*Difficulty: Medium
Ivancevich - Chapter 01 #32*

33. (p. 19) Having control over others is an uncomfortable or offensive thought to many Americans.

TRUE

*Difficulty: Medium
Ivancevich - Chapter 01 #33*

34. (p. 20) Organizational survival is related to the ability of management to *receive*, *transmit*, and *transform* information.

FALSE

Organizational survival is related to the ability of management to receive, transmit, and act on information.

*Difficulty: Medium
Ivancevich - Chapter 01 #34*

35. (p. 20) The quality of decision making in an organization depends on selecting proper goals, and then identifying the means for achieving

them.

TRUE

*Difficulty: Medium
Ivancevich - Chapter 01 #35*

36. (p. 21) Leaders may be found in both formal and informal groups.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #36*

37. (p. 21) Leaders are exclusively managers within formal organizations.

FALSE

Leaders within an organization may be managers or nonmanagers.

*Difficulty: Easy
Ivancevich - Chapter 01 #37*

38. (p. 21) To work effectively in organizations, managers must have a clear understanding of the organizational structure.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #38*

39. (p. 22) Change and innovation typically disrupt normal routines and patterns of behavior.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #39*

40. (p. 22) In certain situations, organizational effectiveness can be improved by making significant changes in the total organization.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #40*

41. (p. 22) The field of organizational behavior focuses on just two levels of analysis: individual and group.

FALSE

The field of organizational behavior focuses on three levels of analysis: individual, group, and organizational.

*Difficulty: Medium
Ivancevich - Chapter 01 #41*

42. (p. 24) One of the basic concepts of systems theory is that managers must deal with the internal aspects of organizational behavior before dealing with the external aspects.

FALSE

A basic concept of systems theory is that managers must simultaneously deal with the internal and external aspects of organizational behavior.

*Difficulty: Medium
Ivancevich - Chapter 01 #42*

43. (p. 25) With the passage of time, every organization takes, processes, and returns resources to the environment.

TRUE

*Difficulty: Easy
Ivancevich - Chapter 01 #43*

44. (p. 25) An organization forms, develops, matures, and declines in relation to internal political circumstances.

FALSE

An organization forms, develops, matures, and declines in relation to environmental circumstances.

*Difficulty: Medium
Ivancevich - Chapter 01 #44*

45. (p. 25) Unlike products, organizations do not have life cycles.

FALSE

Organizations and entire industries rise and fall as they move through their life cycles. For instance, the computer industry is on the rise, while the steel industry is declining.

*Difficulty: Medium
Ivancevich - Chapter 01 #45*

46. (p. 26) Quality is defined as meeting customer's *needs* and *expectations*.

TRUE

Difficulty: Easy
Ivancevich - Chapter 01 #46

47. (p. 27) *Efficiency* is the extent to which an organization can and does respond to internal and external changes.

FALSE

Adaptiveness is the extent to which an organization can and does respond to internal and external changes.

Difficulty: Medium
Ivancevich - Chapter 01 #47

48. (p. 28) People behave in both predictable and unpredictable ways.

TRUE

Difficulty: Easy
Ivancevich - Chapter 01 #48

49. (p. 29) Systems theory is used to integrate organizational effectiveness and time.

TRUE

Difficulty: Medium
Ivancevich - Chapter 01 #49

50. (p. 5 -7) According to the text, six forces are reshaping the nature of managing within organizations. They include a new worker/employer psychological contract, human resource power, globalism, cultural diversity, rapidity of change, and _____.

- A. the economic climate
- B. political unrest
- C. mentoring
- D.** technology

Difficulty: Medium
Ivancevich - Chapter 01 #50

51. (p. 5) The success of an organization is determined by the way people work, think, and behave. This is an example of the power of:

- A. Cultural diversity
- B. Globalism
- C.** Human resources
- D. Psychological contracts

Difficulty: Medium
Ivancevich - Chapter 01 #51

52. (p. 5) The competitive forces facing managers are led primarily by _____ changes and increasing globalization.

- A.** technological
- B. environmental
- C. political
- D. economic

Difficulty: Medium
Ivancevich - Chapter 01 #52

53. (p. 5) To develop and sustain an advantage in an increasingly competitive, globalized world, managers must harness the powers of information technology and _____ to be successful.

- A. decisiveness
- B. language fluency
- C. democracy
- D.** human capital

Difficulty: Medium
Ivancevich - Chapter 01 #53

54. (p. 5) When it comes to knowledge, organizations must do all of the following *except*:

- A. Transfer it to employees
- B. Identify it
- C.** Guard it jealousy
- D. Update it continuously

Difficulty: Medium
Ivancevich - Chapter 01 #54

55. (p. 5) Global competition is characterized by _____ that bring together countries, institutions, and people.

- A.** networks
- B. laws
- C. regulations
- D. organizations

Difficulty: Medium
Ivancevich - Chapter 01 #55

56. (p. 6) Which of the following countries is ranked *highest* on the Globalization Index?

- A. United States
- B.** Singapore

- C. United Kingdom
- D. Norway

Difficulty: Hard
Ivancevich - Chapter 01 #56

57. (p. 6) How well a firm _____ and motivates a skilled workforce will have a major impact on its ability to compete in the global marketplace.

- A. recruits
- B. retains
- C. selects
- D.** All of the choices are correct.

Difficulty: Easy
Ivancevich - Chapter 01 #57

58. (p. 7) The semiconductor pioneer Gordon Moore predicted in 1965 that computer power would double every _____.

- A. five years
- B. three years
- C.** two years
- D. twelve months

Difficulty: Medium
Ivancevich - Chapter 01 #58

59. (p. 7) In the agricultural era, _____ was/were the core factor(s) in achieving competitive advantage.

- A. improved crops
- B. having a local market
- C.** land
- D. cheap labor

Difficulty: Medium
Ivancevich - Chapter 01 #59

60. (p. 8) According to the National Academies' Center for Education, the U.S. economy will continue to develop into a _____ economy, with high-paid, high-skill jobs at one end and low-paid, low-skill jobs at the other.

- A. pyramid
- B. yo-yo
- C.** barbell
- D. linear

Difficulty: Medium
Ivancevich - Chapter 01 #60

61. (p. 8) The introduction of _____ fostered an era of "information technology."

- A. electricity
- B. globalization
- C.** computer technology
- D. the Internet

Difficulty: Medium
Ivancevich - Chapter 01 #61

62. (p. 10) The first modern management articles were published in _____ journals.

- A. human resource
- B.** engineering
- C. scientific
- D. psychology

Difficulty: Medium
Ivancevich - Chapter 01 #62

63. (p. 10) In 1886, an engineer named Frederick W. Taylor presented a paper on scientific management at a national meeting of engineers that was titled *The Engineer as* _____.

- A. *a Specialist*
- B. *a Manager*
- C.** *an Economist*
- D. *a Scientist*

Difficulty: Hard
Ivancevich - Chapter 01 #63

64. (p. 10) Frederick W. Taylor believed in _____ approach to job design.

- A. the rule-of-thumb
- B.** a scientific
- C. a just-in-time
- D. a laize-faire

Difficulty: Medium
Ivancevich - Chapter 01 #64

65. (p. 11) Behavior is viewed as operating at individual, _____, and organizational levels.

- A. emotional

- B. spiritual
- C. structural
- D.** group

Difficulty: Medium
Ivancevich - Chapter 01 #65

66. (p. 11) Fayol's approach to management was significant, in that it contributed to all of the following developments and positions *except*:

- A. Management is a separate body of knowledge that can be applied in any type of organization
- B. A theory of management can be learned and taught
- C. There is a need for teaching management in colleges
- D.** On-the-job training is the best way to impart management skills

Difficulty: Hard
Ivancevich - Chapter 01 #66

67. (p. 11) Fayol's theory of management emphasized the importance of all of the following *except*:

- A.** Conserving
- B. Planning
- C. Organizing
- D. Coordinating
- E. Controlling

Difficulty: Medium
Ivancevich - Chapter 01 #67

68. (p. 12) Which of the following has contributed to the study of organizational behavior?

- A. Psychology and sociology
- B. Social psychology and anthropology
- C. Political science
- D.** All of the choices are correct.

Difficulty: Easy
Ivancevich - Chapter 01 #68

69. (p. 14) The Hawthorn studies originally concluded that supportive managers paying attention to workers made them more productive. However, a reanalysis of the data suggested that the productivity increase was due to managerial discipline and _____.

- A.** fear of job loss
- B. peer pressure
- C. productivity bonuses
- D. job training

Difficulty: Medium
Ivancevich - Chapter 01 #69

70. (p. 15) According to the Hawthorne studies, workers respond to all of the following *except*:

- A. group norms
- B. social pressures
- C. observation
- D.** discipline

Difficulty: Medium
Ivancevich - Chapter 01 #70

71. (p. 15) Every organization must respond to the needs of _____.

- A. its customers or clients
- B. legal and political constraints
- C. economic and technological changes
- D.** All of the choices are correct.

Difficulty: Easy
Ivancevich - Chapter 01 #71

72. (p. 15) The foundation of organization performance is _____ performance.

- A. product
- B. managerial
- C. financial
- D.** individual

Difficulty: Medium
Ivancevich - Chapter 01 #72

73. (p. 17) Which of the following statements about motivation is *true*?

- A. Motivation is the primary determinant of performance
- B. Most managers do not need to understand motivation
- C.** Motivation and the ability to work interact to determine performance
- D. Most behavioral scientists agree that there is one best theory of motivation

Difficulty: Medium
Ivancevich - Chapter 01 #73

74. (p. 19) A surgical team performing open-heart surgery on a patient is an example of a(n) _____ group.

- A. informal

B. formal

Difficulty: Easy
Ivancevich - Chapter 01 #74

75. (p. 19) _____ is the ability to get someone to do something you want done, or to make things happen the way you want them to happen.

- A. Prestige
- B. Perseverance
- C.** Power
- D. Persuasion

Difficulty: Medium
Ivancevich - Chapter 01 #75

76. (p. 19) The neighborhood book club, which has fifty members, is an example of a(n) _____ group.

- A.** informal
- B. formal

Difficulty: Easy
Ivancevich - Chapter 01 #76

77. (p. 18 -19) Which of the following statements about power is *true*?

- A. Most people are comfortable with the concept of having power over others.
- B. The concept of having power over others is offensive to everybody.
- C. To be a good manager, a person must have a high desire for power.
- D.** Managers derive power from both organizational and individual sources.

Difficulty: Medium
Ivancevich - Chapter 01 #77

78. (p. 20) The power of managers is clearly evidenced when they make decisions about _____.

- A. the employees' well-being
- B. distributing organizational resources
- C. designing and implementing rules and policies
- D.** All of the choices are correct.

Difficulty: Easy
Ivancevich - Chapter 01 #78

79. (p. 20) According to the text, organizational survival is related to the ability of management to do all of the following with information *except*:

- A.** Consolidate it
- B. Transmit it
- C. Act on it
- D. Receive it

Difficulty: Medium
Ivancevich - Chapter 01 #79

80. (p. 25) Adam Smith wrote in the Wealth of Nations, over two centuries ago, that operational efficiency could be achieved most easily through _____.

- A. highly qualified employees
- B.** high degrees of specialization
- C. a low employee-to-manager ratio
- D. equipment modernization

Difficulty: Medium
Ivancevich - Chapter 01 #80

81. (p. 23) The Levi Strauss company emphasized all of the following throughout its history, *except*:

- A.** quick adaptation to current fashion trends
- B. quality
- C. being socially responsible
- D. hiring the most talented people

Difficulty: Easy
Ivancevich - Chapter 01 #81

82. (p. 24) Frederick Taylor used _____ studies to find the "one best way" to do an effective (efficient) job.

- A. cause and effect
- B.** time and motion
- C. return on investment
- D. repetitive action

Difficulty: Easy
Ivancevich - Chapter 01 #82

83. (p. 24) According to systems theory, an organization acquires resources (inputs) from a larger system, which is _____.

- A.** the environment
- B. the home country
- C. the world economic system

D. constantly changing

Difficulty: Medium
Ivancevich - Chapter 01 #83

84. (p. 25) The overarching criterion that cuts across the time dimension model of effectiveness is _____.

- A. productivity
- B. quality**
- C. adaptiveness
- D. efficiency

Difficulty: Hard
Ivancevich - Chapter 01 #84

85. (p. 26) J. M. Juran and W. Edwards Deming, in 1950, introduced the importance of _____ to the public.

- A. quality**
- B. efficiency
- C. profitability
- D. consistent management

Difficulty: Medium
Ivancevich - Chapter 01 #85

86. (p. 26) Competition has caused many organizations to make quality their top priority in the _____ run.

- A. short
- B. intermediate
- C. long
- D. All of the choices are correct.**

Difficulty: Medium
Ivancevich - Chapter 01 #86

87. (p. 27) As presented in the text, _____ reflects the relationship between inputs and output.

- A. productivity**
- B. quality
- C. adaptiveness
- D. innovation

Difficulty: Medium
Ivancevich - Chapter 01 #87

88. (p. 27) _____ is the ratio of outputs to inputs.

- A. Productivity
- B. Efficiency**
- C. Adaptability
- D. Production

Difficulty: Medium
Ivancevich - Chapter 01 #88

89. (p. 27) The _____ criterion measures the ability of an organization to increase its ability to deal with environmental demands.

- A. productivity
- B. efficiency
- C. adaptiveness
- D. development**

Difficulty: Medium
Ivancevich - Chapter 01 #89

90. (p. 18) Identify three common, physical symptoms that are related to stress.

Any three of the following: insomnia, excessive perspiration, nervousness, or irritability. Other answers may also be correct, such as overeating, weight gain, weight loss, nail biting, or headaches.

Difficulty: Easy
Ivancevich - Chapter 01 #90

91. (p. 24) What are the four basic elements of a system?

Inputs, process, outputs, and the environment.

Difficulty: Medium
Ivancevich - Chapter 01 #91

92. (p. 4 -5) What abilities will managers need in order to be successful in the 21st century? Which of these abilities do you have now? How do you plan to acquire the others?

Managers and leaders in the 21st century will need to be people-sensitive, astute, flexible, quick and agile, multi-lingual, knowledgeable about technology and the law, entrepreneurial, intelligent, and passionate. They must also have a strong work ethic, a team orientation, and a genuine concern for people. The skills that students currently have, and their plans to achieve them, will vary.

Difficulty: Medium
Ivancevich - Chapter 01 #92

93. (p. 7) The psychological contract between workers and employers specifies what each expects to give and receive from the other. What can you offer an employer, and what do you expect in return?

Student answers will vary, especially as they relate to what they can offer an employer. The most admired employers typically offer employees openness, integrity, opportunities, and support for growth and development. Most employees want an employer that is honest, open, fair, and willing to give workers a larger say in their jobs. They also want employers to pay more attention to their family situations and their physical and mental health.

Difficulty: Medium
Ivancevich - Chapter 01 #93

94. (p. 9) The power of human resources, globalism, cultural diversity, the rapidity of change, a new worker-employer psychological contract, and technology are reshaping management practices. What are the likely outcomes of ignoring or resisting these forces?

Resisting these forces will likely lead to unnecessary conflict, reduced managerial and non-managerial performance, and lost opportunities. In managerial terms, it can also lead to job dissatisfaction, poor morale, reduced commitment, lower work quality, burnout, poor judgment, and other unhealthy consequences.

Difficulty: Hard
Ivancevich - Chapter 01 #94

95. (p. 14 -15) What are some of the conclusions about human behavior in the workplace that were uncovered by the Hawthorne studies?

Any of the following... Factors other than economic rewards influence performance in the workplace. A variety of psychological and social factors affect performance, including being made to feel important, responding to group norms, and social pressures induced by informal social structures. In other words, workers respond to group norms, social pressures, and observation.

Difficulty: Medium
Ivancevich - Chapter 01 #95

96. (p. 23) Some of the value principles of Levi Strauss are based on *diversity*, *ethical practices*, and *empowerment*. How does management expect them to be demonstrated on the job?

Diversity: A diverse workforce should be valued at all levels of the organization. Differing points of view will be sought. Diversity will be valued and honestly rewarded, not suppressed.

Ethical practices: Management should epitomize the stated standards of ethical behavior (practice what they preach). Ethical expectations must be clear and enforced throughout the corporation.

Empowerment: The company should actively push responsibility, trust, and recognition into the organization, especially to those closest to products and customers, in order to harness and release the capabilities of people.

Difficulty: Medium
Ivancevich - Chapter 01 #96

97. (p. 24) What are the two main conclusions suggested by systems theory, as it relates to effectiveness?

(1) Effectiveness criteria must reflect the entire input-process-output cycle, not simply output, and (2) Effectiveness criteria must reflect the interrelationships between the organization and its outside environment.

Difficulty: Hard
Ivancevich - Chapter 01 #97

98. (p. 24) What are five things that you, as a manager, can do to lead your team to higher levels of effectiveness?

Student answers may vary, but should include all or most of the following: (a) Provide opportunities for training and continuous learning. (b) Share information with employees. (c) Encourage cross-development partnerships. (d) Link compensation to performance. (e) Avoid layoffs. (f) Be a supportive role model. (g) Respect employee differences. (h) Be a good listener.

Difficulty: Hard
Ivancevich - Chapter 01 #98

99. (p. 25) Identify five short-run indicators that managers can measure to assess the probability of an organization's long-run survival.

Any five of the following: (a) productivity, (b) efficiency, (c) accidents, (d) turnover, (e) absenteeism, (f) quality, (g) rate of return, (h) morale, and (g) employee satisfaction.

Difficulty: Hard
Ivancevich - Chapter 01 #99

100. (p. 26) As a manager, what type of quality improvement results should you strive for to achieve success over both the short and long run?

Managers should strive for such things as more satisfied customers, a more involved workforce, better-designed products, and more creative approaches to solving problems in order to achieve success in both the short and long run.

Difficulty: Hard
Ivancevich - Chapter 01 #100

101. (p. 27) Identify five measures of *productivity* and three cost or time measures of *efficiency*.

Productivity measures can include any five of the following: (a) profit, (b) sales, (c) market share, (d) students graduated, (e) patients released, (f) documents processed, (g) clients serviced. Other answers may also be correct, such as number of products manufactured. Cost or time measures of efficiency can be any three of the following: (a) rate of return on capital or assets, (b) unit cost, (c) scrap and waste, (d) downtime, (e) occupancy rates, (f) cost per patient, student, or client.

Difficulty: Hard
Ivancevich - Chapter 01 #101

102. (p. 28) Both employers and employees make assumptions and have beliefs that are the basis of the new psychological contract. Employers believe that no worker is guaranteed a lifelong job or pay raise, and that good worker performance will produce profits. What beliefs or assumptions do employees make?

Employees today believe that employers should be honest, concerned about their families, and interested in their overall health.

Difficulty: Hard
Ivancevich - Chapter 01 #102

1 Summary

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