BUS 101 Quiz 4 Covering Chapters 10-12

1. Which of the following statements is the best description of how scientific management viewed employees?
A. Employees are like machines that must be programmed to perform in a certain way
B. Most employees are creative and intelligent individuals who should be given a great deal of freedom and flexibility in how they perform their jobs
C. Employees will only exert their maximum effort if they believe that their goals are attainable
D. Employees are individuals who do not respond in the same way to a particular management style

2. Which of the following statements would Elton Mayo have most likely made soon after concluding his Hawthorne studies?
A. Employees are not lazy, but they normally lack direction and respond best to an autocratic style of management
B. The key to increasing productivity is to provide employees with the best possible physical working conditions
C. When employees are put into an isolated group, their natural tendency is to compete against each other and establish a natural "pecking order"
D. Employees who enjoy their work environment and believe they are respected are likely to be more productive

3. Jacob recently returned from a tour of duty in Iraq, where he served with the U.S. Army's 1st Infantry Division. Sitting at the kitchen table in his parent's home, he listens to his mom spend several hours making plans for a Caribbean cruise with her new group of friends. He hears about his sister's recent promotion at work, and about his Dad winning the "Innovator of the Year" award at his company. He reflects back on the lives of the people he has just left - their nightly fears of mortar attacks; their need to boil the drinking water on a daily basis, and, the children that flocked around him begging for something to eat. As he tries to concentrate on his business management text, he recognizes strong correlations between Maslow's hierarchy of needs theory and his present and past environment. He concludes:
A. His mom is motivated to satisfy her social needs; his sister is probably working toward her self-actualization needs, and the Iraqi citizens have a strong desire to develop their self-esteem needs.
B. His mom is motivated to satisfy her self-esteem needs; his sister is probably working on her social needs, and, the Iraqi citizens have a strong desire to develop their physiological and their safety needs.
C. His mom is motivated to satisfy her social needs; his dad and sister are working on self-actualization needs, and the Iraqi citizens have a strong desire to develop their physiological needs and safety needs.
D. His mom is motivated to satisfy her self-actualization needs; his dad and sister are probably working on their self-esteem needs, and the Iraqi citizens have satisfied their physiological needs, but definitely have safety issues to satisfy.

4. JP Pharmaceuticals has redesigned many jobs to make the work more interesting and challenging. The company encourages its employees to further their education by reimbursing them up to $5,000 per year for tuition and related expenses. JP also recognizes worker achievements at a company picnic each spring and a company party in December. Talented employees are given promotions and added responsibilities. These policies suggest that management at JP Pharmaceuticals is using the findings of:
A. Frederick Herzberg to increase worker motivation.
B. William Ouchi to implement a Theory Z approach to management.
C. Frederick Taylor to improve worker productivity through the principles of scientific management.
D. Abraham Maslow to satisfy lower-order needs of employees.
5. Kanetra believes that if she leaves her employees unsupervised for a few minutes they will do nothing but slack off. She is known as the "Dragon Lady" (at least behind her back) for the harsh criticism and punishment she disburses whenever an employee makes an error. Kanetra is a _________ manager.
A. Theory X  
B. Theory Y  
C. Theory Z  
D. Theory plus

6. Reflecting upon the differences in Type J and Type A work environments, which of the following statements is fundamental to Type J:
A. Type J environments fiercely protect the individual rights of workers.
B. Type J environments are only concerned about the employee functions at work.
C. Type J, unlike Type A environments believe in more prompt and expeditious promotion for employees.
D. Type J, unlike Type A environments embrace consensual decision-making and have a concern for the employee's life at work and outside of work.

7. Kathleen is the new operations manager of a national stock brokerage firm. She recently attended a conference on the use of expectancy theory to motivate employees. In order to incorporate what she has learned, Kathleen should:
A. provide a guarantee to her employees that she will provide a financial reward if they successfully perform their jobs.
B. determine what rewards are valued by her employees.
C. ensure that the performance standards are attainable.
D. determine if her employees consider the rewards offered adequate.

8. As the marketing manager for Chipper's Golf Resort, you hired interns from the local university to go out and sell your annual golf event. You provided each of three interns with their own list of past sponsors, participants, and prize contributors. You also asked each to create their own marketing plan in order to secure five new sponsors in the next four weeks, and promised them a bonus at the end of the fourth week, if they could verify that they followed their own plan, contacted everyone on their list; and, developed five new sponsors. Essentially, each would have ownership in his/her success. During the fourth week, you randomly contacted a few sponsors on each of the three lists and quickly learn that one of the interns had slacked-off on the job. When you met with each of the three interns, you withheld the bonus from the one that did not do the job and informed him that his internship grade will reflect the fact that he was not motivated to get the job done. Which theory did you initially follow, and which theory did you utilize to assess the intern that did not perform his/her job?
A. Goal-setting Theory; Negative Reinforcement
B. Goal-setting Theory; Positive Reinforcement
C. Equity Theory; Positive Reinforcement
D. Theory Z; Negative Reinforcement

9. Company A just bought one of their competitors (Company B). The CEO announced last week that employees at the newly acquired firm (Company B) will get raises that are equal to what persons doing the same jobs at Company A are making. The announcement has caused quite a stir at Company A because it is common knowledge that the culture at Company B is quite different from their culture. For one thing, Company B employees take hour-long lunches, while Company A lunch breaks are ½ hour. Company B employees get another ½ hour each day for exercise, while Company A employees have never enjoyed this privilege. Company B employees expect three weeks vacation each year, while Company A employees get two weeks only after they have been with the company for three years. If the CEO goes through with his plans, which of the following is a response that he is likely to get from employees at the combined company?
A. Company A employees will accept the decision within weeks.
B. Company A employees may reduce their effort at work.
C. Company A employees will increase their effort to justify higher pay.
D. Company A employees will rationalize the fact by saying that they are "just lucky they have jobs."
10. At Boss Motorcar Company, employees are grouped into teams. Each team is responsible for assembling an entire automobile. Boss gives each team freedom and flexibility to decide how to divide-up the work. The company keeps the employees informed about how their cars are selling, and even shows them the comments customers make about quality and performance on customer satisfaction questionnaires. Boss Motorcar Company is using a strategy of:
A. job enrichment.
B. holistic assembly.
C. unitary motivation.
D. supportive analysis.

11. After several years of higher education, Tom and Zoe Dash were awarded their Ph.D. degrees and found jobs at an eastern university, where they plan to work in research labs. Tom's lab is very large with at least 15 research faculty like himself and 25 graduate students whose benches are all together on one side of the laboratory. Zoe's lab is similar in size, but graduate student benches are interspersed with faculty. From the very beginning, Tom was referred to as Dr. Dash by the graduate students. Zoe and the graduate students in her lab are on first-name basis. As a student of management, which of the following statements would you consider good advice to the managers (also known as the principle investigators) of these labs?
A. Graduate students will easily lose respect for the principle investigator and other faculty if they are not encouraged to use the title: "Dr" when referring to the researchers who have attained the Ph.D. degree
B. There is a lot of sensitive information and highly classified techniques in the research process that should not be shared with graduate students
C. Job enrichment is an important part of the learning process, and it will only happen if students have their own space, separate from the faculty/researchers
D. Open communication occurs when barriers such as work titles and ranks are eliminated, and work spaces are conducive to learning

12. On the long flight back from South Korea, Aaron had plenty of time to reflect upon the challenges and successes of his business trip that took him to four Asian countries. His goal to sell his company's state-of-the-art bicycle pump to several foreign firms certainly could have gone better! Although the 10 companies he visited didn't turn him down, only one agreed to place an order. Representatives from one Indonesian firm and two Chinese firms asked him when he planned to come again! As Aaron reviewed his notes, he pondered, " Didn't they realize the expense of these international trips?" Aaron is experiencing:
A. the fact that he is from a West Context Culture and the prospective buyers were from an East Context Culture.
B. the fact that he is from a highly developed culture and the prospective buyers are from third world countries.
C. the differences between high-context and low-context cultures.
D. brain drain.

13. Which of the following statements is the most accurate description of the impact the Americans with Disabilities Act of 1990 (ADA) has had on businesses?
A. ADA has had no real impact, since most businesses have always been sensitive to the needs of disabled workers.
B. Most firms have found that the structural changes needed to comply with ADA requirements have been very difficult and expensive to implement.
C. Most firms are finding that the cultural changes required by ADA are more difficult to implement than the structural changes.
D. Businesses have found that even with the changes required by ADA, disabled workers are simply not capable of handling most types of jobs.
14. Minnie A. Dent is completing her thirtieth year as a bus driver. Her company recently told her that she would be required to retire within the next two years because she had reached the age limit for mandatory retirement. Minnie wants to fight this ruling based on a claim of age discrimination. Which of the following statements about this case is most accurate: According to the:
A. Employment Rights and Responsibilities Act, Minnie has every right to keep her job as long as she has not been convicted of a moving traffic violation while performing her job.
B. Affirmative Action Enforcement Act, Minnie has no right to keep her job, because she is not one of the groups that qualify for special protection.
C. Fair Labor Standards Act, Minnie may be able to keep her job, but the company can require her to pass an annual vision and hearing exam as a condition of continued employment.
D. Age Discrimination in Employment Act, Minnie can be required to retire at a certain age, because she is in an occupation where evidence exists that ability to perform the job diminishes significantly with age.

15. Hillary is a human resource manager with Golden Years Elder Care Services. The company is considering offering some new services, and she wants to know how many current employees have certain types of skills and training to adequately perform the new services. A document that would help Hillary answer this question is the firm's:
A. strategic plan.
B. human resource inventory.
C. organization chart.
D. social audit.

16. Andrew took a job with a company that strives to market several new consumer products each year. Prior to this position, he worked in a research lab at a university where he studied nanotechnology. He accepted the new position because the salary was significantly above what he previously made. Within a month's time at the new job, his manager began to have reservations about bringing him on board. Andrew seemed to prefer to work independently of others, and when he did interact with his new colleagues, he passed along subtle reminders of his extensive and superior academic credentials. From a recruitment standpoint, this situation serves as an indication of:
A. the benefits of shaking things up a little at work.
B. the challenges of trying to convince long-term employees that they need to retrain and continue their education.
C. the benefit of external recruitment over internal recruitment, even though in the short-run, it may be the more costly approach for the company.
D. the importance of finding talent that also fits well with the corporate culture.

17. Danielle relies on summer earnings to fund her next year at the university. When she tried to get her old high school summer job back at local Cool Rags Clothier, she learned that the manager no longer hires college students during the summer months. Which of the following strategies do you recommend that Danielle pursue?
A. Contact temporary staffing companies.
B. Realize that Cool Rags always needs more sales associates in the summer, and stay in contact with the management just in case.
C. Look for a permanent position, and quit as it gets closer to the time when you will return to the university.
D. Seek the services of a resume consultant, and pay to access a variety of employment tests so that you are prepared when the next job opportunity arises.
18. If you aspire to become a sous chef (the second in command in a large restaurant kitchen), you will pursue several types of training and development. Your __________ will include learning how to perform as a line chef, as you work your way through pastry, grill, pantry, and sauté. The only way you will learn the variations in the line jobs is to experience them! As a(n) __________, you will work alongside another sous chef for a few years in order to learn how to juggle all the middle management type of activities expected of this professional. Your __________ training will be extensive, as you go to Culinary School, attend a community college, and/or take management classes to help you learn to minimize conflict in the kitchen as well as improve the productivity of those you manage.

A. apprenticeship; journeyman; online
B. apprenticeship; simulator; off-the-job
C. job rotation; apprentice; off-the-job
D. on-the-job training; journeyman; vestibule

19. As a project manager for a large construction company, Tyler decided to make the performance appraisal process as painless as possible for his work crew. He spent a considerable amount of time creating performance standards he felt were reasonable, and after six months time, he scheduled individual appointments with each worker to discuss strengths and weaknesses and areas that needed improvement according to the standards he privately set. Some employees were sent to vestibule training, and one even got a promotion with additional compensation. What did Tyler fail to do correctly?

A. Provide a pleasant environment for the appraisal such as a restaurant setting.
B. Dismiss at least 10% of the work crew.
C. Copy the HR department on all the results, within 24 hours of each appraisal.
D. Communicate the performance standards to the employees so they know what is expected.

20. Dan works for ElekTek, a firm producing sophisticated electronic equipment used in state-of-the-art security systems. Dan is happy to see that the value of ElekTek's stock has reached $47 per share, because certain employees (including Dan) have the opportunity to buy a given number of shares of its stock for $30 per share for the next year regardless of how high the market price goes. Elec Tek is offering some employees a:

A. stock annuity plan.
B. stock reinvestment plan.
C. stock dividend.
D. stock option plan.

21. Steely Percussion Inc. briefly tried to implement a flextime system only to abandon it after a few months. Which of the following is the most likely reason Steely would drop its flextime plan?

A. It caused an increase in traffic congestion.
B. It often made communication among employees more difficult.
C. The employees resented being required to come to work early or stay late.
D. Workers tend to be less productive when they have to work longer hours in a single day.

22. The Krandall Corporation wants to reduce its labor force, but is concerned about the impact downsizing will have on its remaining employees. One policy that might allow Krandall to reduce its labor force without adversely affecting morale is to:

A. develop an affirmative action plan.
B. offer early retirement benefits.
C. implement a job sharing program.
D. make more extensive use of job rotation.
23. The Creative Director at Image First Promotion Company got word yesterday that the firm lost the Hottie Potatee account. As its second best customer, the Director must quickly perform damage control and unfortunately dismiss two creative writers and one web development content provider. As he prepares to call each of them to his office and perform the dismissals, he decides to make one final call to the company HR manager to make certain that he is doing and saying the right things. The HR manager will disagree with which of the following statements?
A. He will offer each employee a three-month severance package, as long as they agree to sign a non-compete agreement for that time period.
B. He will be consistent in his remarks to the three employees.
C. He will create a story that their jobs are being eliminated due to new technology since revealing that the firm lost a major account could tarnish the image of the firm.
D. Assure each employee that they can count on him for future job references and that he will be honest with anyone inquiring as to why they were dismissed.

24. Which of the following statements is the most accurate assessment of the historical role of the AFL in the labor movement? In its early years the AFL:
A. attracted a lot of public attention and political support because it was the first truly national labor organization in the United States.
B. operated as one union, but soon split into two interdependent groups and became known as the AFL-CIO.
C. was a federation of craft unions that championed basic labor issues.
D. had limited success because it suffered from poor leadership.

25. Steven is part of a team of union members that is meeting with representatives of his company's management in an effort to negotiate a labor contract for the workers his union represents. Steven is participating in a process known as:
A. collective bargaining.
B. management by objectives.
C. arbitration.
D. certification discussions.

26. Bob believes that management is treating him unfairly because of his efforts to organize a vote for union representation. Which organization should Bob contact to report his concerns?
A. Federal Board of Labor Rights
B. National Labor Relations Board
C. Federal Trade Commission
D. Federal Commission on Unfair Labor Practices

27. Yogi believes that an agency shop is the most desirable union security arrangement. Which of the following statements would be most likely to represent Yogi's views?
A. A union can succeed in its collective bargaining efforts only if it represents all workers. Therefore, workers should be required to join the union soon after they are hired.
B. Workers should be allowed to join a union if they wish, but they should not be required to join or pay a fee to the union in order to keep their job.
C. Workers should not be required to join a union to keep their jobs. However, since all workers enjoy the benefits obtained through collective bargaining, even those who do not join should pay a fee to support the union.
D. Unions should be replaced by employee stock ownership plans that give workers a say in the management of their firms.

28. At the Grenchit Corporation the union and management have not been able to reach a mutually satisfactory agreement on a grievance. The two sides have agreed to bring in an ________ who will examine the evidence and arguments on both sides and issue a binding decision.
A. mediator
B. arbitrator
C. fact finder
D. union steward
29. As reported in the New York Times in November, 2008, Ron Gettelfinger, President of the U.A. W. (United Auto Workers Union) testified with auto executives in front of the U.S. Congress, saying, "The U.A.W. can't be the low-hanging fruit... While we're at the table, we're asking that others come in and sacrifice as well." Mr. Gettelfinger was referring to the several __________ that the autoworkers' union had agree to over the past few years in order to save jobs and particularly keep retiree benefits intact.
A. primary boycotts  
B. givebacks  
C. herding tactics  
D. legal mandates

30. A few years back, west coast dockworkers were locked out of their jobs in 29 west coast ports. Because many consumer goods used in the U.S. are transported from Asia to the U.S. through these ports, the lockout could have damaged the U.S. economy and security if allowed to continue. The President ordered the dockworkers back to work and both sides were ordered back to the bargaining table. Which of the following statements is the most accurate conclusion about the outcome of the labor dispute between the dockworkers union and shipping companies on the west coast? The dispute between the dockworkers and shipping companies showed that:
A. the only effective weapon unions now have in labor-management disputes is the threat of a strike.  
B. arbitration is the only effective way to settle labor-management disputes in industries that are critical to the nation's safety or security.  
C. the Taft-Hartley Act must be invoked when there is a risk to national security.  
D. unions have become so powerful that they can shut down the entire U.S. economy.

31. Tom Dash works as a researcher studying the effects of alcohol and drug abuse at a large research university on the east coast. The alcohol center's mission statement reads, "Our mission is to conduct, coordinate, and promote basic and clinical research on the causes, prevention, and treatment of alcoholism and alcoholic disease." Looking forward, which of the following statements are you likely to agree with?
A. Tom's work, although impressive will not have any short term or long-term effect on the cost of labor in the U.S.  
B. The U.S. has seen significant declines in alcohol and drug related issues in the work place. Tom would better serve the business world by working on AIDS related diseases.  
C. Illegal drug use is more of a problem than alcohol in terms of the number of work-related accidents that these problems cause. Tom should know, though that the baby boomers are the major drug users, and they are retiring.  
D. Tom Dash's work is greatly needed by business and industry. Alcohol and drug use continue to be on the rise and present serious work related costs to businesses across almost all industries.

32. Paulo owns a few shares of stock in a large and diversified firm. He realizes that the CEO of the company is responsible for a multi-billion dollar business, but is upset with what he feels is excessive compensation for the chief executive officer, particularly since the firm has reported losses for the past two years. Paulo's concerns are:
A. unfounded, since laws in the United States prevent firms from paying large salaries or bonuses to executives when a firm reports a loss.  
B. based on an erroneous conclusion, because CEO pay is always based on a formula tied to the company's profits and losses.  
C. likely to be well-founded since CEO compensation at many U.S. companies has actually increased even when the company performed poorly.  
D. not entirely unfounded, but he needs to realize that the pay received by most chief executives must be reinvested in the company if it's unprofitable for three years in a row.