***Contemporary Management, 11e* (Jones)**

**Chapter 2 The Evolution of Management Thought**

1) At the end of the 19th century, after the industrial revolution, managers found that they not only had to adjust to new technologies in the workplace but also to the social problems that accompanied them.

2) Jaron wants to speed up the production process, so he used a time-and-motion study that monitored the actions required to complete the tasks in the assembly line.

3) The original purpose of Frederick W. Taylor's scientific management techniques was to find a way to increase profitability by using intuitive, or rule-of-thumb knowledge.

4) According to Fayol's principles of management, workers should be given more job duties to perform with less responsibility for their work outcomes.

5) Fayol recommended the use of organizational charts to show the position and duties of each employee in the organization.

6) When Max was promoted to supervise his fellow workers on a production line, he treated them with respect. His coworkers liked working for "one of their own," and their performance improved. This demonstrates the Hawthorne effect.

7) Sonja, a supervisor in a garment factory, believed that her workers were lazy and tried to get away with doing as little work as possible. Sonja's attitude about the workers corresponds to McGregor's Theory Y.

8) Management science theory focuses on the use of rigorous quantitative techniques.

9) An open system uses resources from its external environment and converts them into goods and services.

10) A drawback of management information systems is that they provide information only about an organization's internal environment, and not the external environment.

11) The \_\_\_\_\_\_\_ theory was introduced in the latter part of the 19th century shortly after the industrial revolution had occurred in Europe and America.

A) organizational environment

B) management science

C) behavioral management

D) administrative management

E) scientific management

12) Northeast Woodworking is a small business run by skilled workers who produce customized and hand-manufactured furniture. This company engages in \_\_\_\_\_\_\_\_ production.

A) mass

B) flow

C) crafts

D) series

E) mechanized

13) Job specialization refers to the process by which

A) each position's formal authority in an organizational hierarchy is established.

B) division of labor occurs as different workers gain expertise in tasks.

C) subordinates receive orders and report to only one superior.

D) members of different departments work together in cross-departmental teams to accomplish projects.

E) employees explore new ways to improve how tasks are performed.

14) Adam Smith advocated \_\_\_\_\_\_\_\_ to produce products more quickly.

A) job specialization

B) division of labor

C) unity of direction

D) job rotation

E) centralization

15) Joan has been working in a bicycle factory for several months. The assembly process requires multiple tasks, and Joan's supervisor assigns her to apply the custom paint and add the decals. Adding the decals requires perfection, and Joan does it quickly and always performs the task well, so her supervisor decides to keep her in this position. This is an example of

A) standard operating procedures.

B) time-and-motion study.

C) job specialization.

D) the human relations movement.

E) job rotation.

16) Frederick W. Taylor is best known for defining the techniques of

A) scientific management.

B) administrative management.

C) behavioral management.

D) management science.

E) organizational management.

17) Frederick Taylor believed that written rules and standard operating procedures

A) limited initiative and should be avoided.

B) spelled out the division of labor and increased effectiveness.

C) stifled esprit de corps.

D) made workers like their jobs less.

E) standardized and simplified jobs, making them more efficient.

18) According to Taylor, the production process becomes more efficient with

A) an increase in the effort that each worker puts in to produce a unit of output.

B) an increase in the amount of time required to produce a unit of output.

C) an increase in division of labor through specialization.

D) the use of informal rule-of-thumb knowledge.

E) the use of intuitive knowledge.

19) What did Frank and Lillian Gilbreth discover in their study of fatigue in the workplace?

A) Fatigue occurs less often with specialization of tasks.

B) Lighting and the color of the walls had an effect on fatigue.

C) There was not a strong correlation between fatigue and job performance.

D) The more quickly a job could be done, the less fatigue was experienced.

E) Job stress did not lead to fatigue.

20) Sally works on a production line. Her manager moves several of her coworkers around to achieve the right worker–task specialization and to link people and tasks by the speed of the production line. If successful, the manager will

A) lower costs.

B) increase workplace monotony.

C) increase job satisfaction.

D) decrease organizational output.

E) decrease mechanization of the work process.

21) Administrative management is the study of how to

A) control the organization's relationship with its external environment.

B) create an organizational structure that leads to high efficiency and effectiveness.

C) tap into the feelings, thoughts, and behavior of work-group members and managers that affect worker performance.

D) determine characteristics of the work setting that affect worker performance.

E) motivate employees and encourage them to take on tasks outside their job title.

22) Communication among managers in Angelo's business was slowing down the pace of planning and organizing, so Angelo recently merged some of the company's departments and cut back on the number of managerial levels. This demonstrates which of Fayol's principles of management?

A) unity of direction

B) order

C) authority and responsibility

D) unity of command

E) line of authority

23) \_\_\_\_\_\_\_\_ refers to a system of task and authority relationships that controls how employees use resources to achieve a company's goals.

A) Bureaucracy

B) A closed system

C) An open system

D) Organizational structure

E) Organic structure

24) \_\_\_\_\_\_\_\_ refers to a formal system of organization and administration designed to ensure efficiency and effectiveness.

A) Empowerment

B) Bureaucracy

C) An open system

D) Synergy

E) Authority

25) In a bureaucracy, a manager's formal authority derives from

A) the manager's social standing and personal contacts.

B) informal rule-of-thumb knowledge.

C) intuitive knowledge.

D) codifying the new methods of performing tasks into written rules.

E) the position the manager holds in the organization.

26) \_\_\_\_\_\_\_\_ is the power to hold workers accountable for their actions and to make decisions about the use of organizational resources.

A) Initiative

B) Synergy

C) Authority

D) Bureaucracy

E) Empowerment

27) Billy Jean was angry that her supervisor told her she had to change the way she performed the job to increase her efficiency. However, the supervisor's position gave him the \_\_\_\_\_\_\_\_ to change Billy Jean's work behavior.

A) initiative

B) pay grade

C) authority

D) bureaucracy

E) empowerment

28) \_\_\_\_\_\_\_\_ gives managers the right to direct and control their subordinates' behavior to accomplish organizational goals.

A) Entropy

B) Synergy

C) Bureaucracy

D) Authority

E) Equity

29) When the tasks and authority associated with various positions in the organization are clearly specified, it creates a scenario where

A) employees are not sure of what is expected of them.

B) employees can be held strictly accountable for their actions.

C) managers face difficulty in tracking the assigned tasks.

D) confused employees create havoc within the formal hierarchy of authority.

E) order and discipline are undermined.

30) Henri Fayol believed that in order to increase the efficiency of the management process, it is essential that

A) authority is concentrated at the top of the chain of command.

B) managers discourage creativity in employees so that they stay focused on their jobs.

C) there are a greater number of levels in a managerial hierarchy.

D) managers do not have the right to give orders to employees; they should only give polite instructions.

E) all organizational members are treated with justice and respect.

31) Maria's job involves maintaining an accurate inventory and financial data. Her manager provided her with specific written instructions on how to perform the job task that is also used by other employees who do the same work. This is an example of

A) organizational norms.

B) bureaucracy.

C) discipline.

D) standard operating procedures.

E) behavioral management.

32) In the context of management, rules refer to

A) a reporting relationship in which an employee receives orders from only one superior.

B) the ability of an individual to act on his own accord without direction from a superior.

C) formal written instructions that specify actions to be taken under different circumstances.

D) the performance gains that result when individuals and departments coordinate their actions.

E) the methodical arrangement of positions to provide the organization with the greatest benefit.

33) Michel's company's IT department sent an email to all employees explaining how employees must secure their computers when they leave their offices. Employees would most likely consider these instructions

A) norms.

B) rules.

C) suggestions.

D) orders.

E) recommendations.

34) An example of a company's standard operating procedure is

A) a general recommendation that all employees leave their work machines in good order.

B) a compulsory practice of employees cleaning their work areas at the end of each day.

C) an informal code of conduct prescribing that employees help each other if time permits.

D) a suggestion by the technical department to save all work-related files on the company FTP site.

E) a recommendation by the human resources department that employees wear formal clothes during the week.

35) An example of a norm is

A) a general mandatory guideline requiring all employees to leave their work machines in good order.

B) a specific mandatory guideline asking employees to oil machine parts labeled A and B and replace C and D.

C) an informal code of conduct recommending that employees help each other if time permits.

D) a requirement by the human resources department that employees wear formal clothes during the week.

E) a suggestion by the technical department that all work-related files are saved in a common location.

36) An example of a rule is

A) a general mandatory guideline requiring all employees to leave their work machines in good working order.

B) a statement issued by the company specifying the sales projection for the next fiscal year.

C) an informal code of conduct recommending that employees help each other if time permits.

D) a recommendation by the human resources department that employees wear formal clothes during the week.

E) a suggestion by the technical department to save all work-related files on the company's FTP site.

37) In an organization, rules are

A) formal, written instructions to achieve specific goals.

B) unwritten expectations of behavior.

C) informal codes of conduct.

D) focused more on creating goals rather than achieving them.

E) suggestions about best practices.

38) In an organization that follows Weber's principles of bureaucracy, positions are arranged

A) hierarchically.

B) by functional departments.

C) by skills.

D) by salary level.

E) in a flat line.

39) Norms are

A) mandatory instructions that must be followed by all employees of a company.

B) written instructions about desired behavior in the workplace.

C) informal codes of conduct among employees in a particular company.

D) detailed instructions about how to perform a certain aspect of a task.

E) specified actions to be taken under different circumstances to achieve specific company goals.

40) Henri Fayol's principles of management are

A) no longer considered a useful theory of management.

B) the bedrock on which much of recent management theory and research is based.

C) strongly based on Weber's theory of management.

D) opposed to the division of labor in principle.

E) based primarily on the belief that authority should be concentrated at the top of the chain of command.

41) Josh works for an advertising agency. There are several middle managers, but Josh only receives orders from and reports to one manager. Which of Fayol's principles of management is illustrated by Josh's relationship with his manager?

A) initiative

B) unity of command

C) centralization

D) unity of direction

E) equity

42) According to Fayol, \_\_\_\_\_\_\_\_ refers to the chain of command extending from the top to the bottom of an organization.

A) line of authority

B) division of labor

C) unity of direction

D) unity of command

E) centralization

43) Tayler is an engineer at an assembly plant for an auto company. Tayler receives orders from and reports to both his department manager and his project manager. This violates Fayol's principle of

A) centralization.

B) unity of command.

C) unity of direction.

D) division of authority and responsibility.

E) line of authority.

44) Rashid has chosen not to advocate for dual command at his company because it

A) causes confusion among subordinates.

B) strengthens order and discipline.

C) makes assessing a manager's authority easy.

D) was advocated by Henri Fayol.

E) exists when a subordinate receives orders from only one supervisor.

45) Company Z has an organizational hierarchy with salespeople at the bottom, who report to regional sales managers, who in turn report to a director of marketing. The director of marketing reports to the CEO. This is an example of which of Fayol's principles of management?

A) centralization

B) division of labor

C) line of authority

D) equity

E) discipline

46) \_\_\_\_\_\_\_\_ refers to the concentration of authority at the top of the organizational chart instead of being distributed throughout the managerial hierarchy.

A) Unity of direction

B) Synergy

C) Centralization

D) Unity of command

E) Entropy

47) When an organization is centralized,

A) authority is concentrated at the top of the managerial hierarchy.

B) subordinates play an important role in decision making within the company.

C) it prevents the organization from pursuing its strategy.

D) it makes middle and first-line managers more flexible and adaptable.

E) it allows people who are closest to problems to respond to them in a timely manner.

48) Carl works for a printing business that offers printing and copying, bookbinding, and graphic design. The business has a single, comprehensive long-term plan that guides every department. The business is following Fayol's principle of

A) order.

B) line of authority.

C) unity of command.

D) unity of direction.

E) centralization.

49) Fayol recommended the use of \_\_\_\_\_\_\_\_ to show the position and duties of each employee and to indicate which positions an employee might move to or be promoted to in the future.

A) an organizational chart

B) an initiative analysis

C) unity of direction

D) the critical path method (CPM)

E) an extensive career plan

50) An employee who respects her manager's authority and strives to achieve the organization's goals is demonstrating Fayol's principle of

A) order.

B) discipline.

C) esprit de corps.

D) equity.

E) remuneration of personnel.

51) Fayol's principle of initiative suggests that

A) managers must act fairly and equitably.

B) managers should encourage employees to act on their own without direction from a supervisor.

C) managers should ensure that the tasks and roles of each employee require innovation and creativity.

D) organizations provide employees with career opportunities that satisfy their needs.

E) managers should use rewards to motivate the behavior of employees.

52) Henri Fayol's principle of equity refers to

A) the concentration of authority at the top of the managerial hierarchy.

B) shared feelings of comradeship, enthusiasm, or devotion to a common cause among members of a group.

C) the justice, impartiality, and fairness to which all organizational members are entitled.

D) the methodical arrangement of positions to provide the organization with the greatest benefit and to provide employees with career opportunities.

E) development of skills for long-term employees.

53) Chris has a job as a sales representative for a pharmaceutical company. The company offers both quarterly and annual bonuses based on performance. The company also has a profit-sharing plan for its employees. This demonstrates Fayol's principle of

A) equity.

B) subordination of individual interests to the common interest.

C) initiative.

D) esprit de corps.

E) remuneration of personnel.

54) At Home Service, Inc., employees stay with the organization for many years and develop skills on the job that help Home Service, Inc. become more efficient. This is consistent with Fayol's principle of

A) unity of command.

B) unity of direction.

C) order.

D) discipline.

E) stability of tenure.

55) Tae Min feels that it would be unfair to his team and his company to take a sick day to sleep in. He understands Fayol's principle of

A) unity of command.

B) subordination of individual interests to the common interest.

C) remuneration of personnel.

D) esprit de corps.

E) stability of tenure of personnel.

56) According to Henri Fayol, initiative refers to

A) the ability to act on one's own without direction from a superior.

B) shared feelings of comradeship, enthusiasm, or devotion to a common cause among members of a group.

C) the justice, impartiality, and fairness to which all organizational members are entitled.

D) the methodical arrangement of positions to provide the organization with the greatest benefit and to provide employees with career opportunities.

E) obedience, energy, application, and other outward marks of respect for a superior's authority.

57) According to Henri Fayol, esprit de corps refers to

A) the ability to act on one's own without direction from a superior.

B) shared feelings of comradeship, enthusiasm, or devotion to a common cause among members of a group.

C) the justice, impartiality, and fairness to which all organizational members are entitled.

D) the methodical arrangement of positions to provide the organization with the greatest benefit and to provide employees with career opportunities.

E) obedience, energy, application, and other outward marks of respect for a superior's authority.

58) Every year, Johnson-Murphy holds a company picnic with competitive games and fun activities so its employees can get to know one another in a more social setting. Johnson-Murphy is focusing on Fayol's concept of

A) esprit de corps.

B) subordination of individual interests to the common interest.

C) remuneration of personnel.

D) order.

E) unity of direction.

59) The owners of Hae-Won's company make all of the important decisions even through there are middle managers who supervise front-line employees. When there are problems, these managers are reluctant to make decisions without speaking with one of the owners. This illustrates the problem with which of Fayol's principles of management?

A) unity of direction

B) equity

C) order

D) centralization

E) discipline

60) Mary Parker Follett's primary criticism of Taylor's system of scientific management was that Taylor

A) proposed that managers should involve workers in analyzing their jobs to identify better ways to perform tasks.

B) did not use scientific techniques like time-and-motion studies to analyze workers' jobs.

C) was ignoring the human side of the organization and did not allow workers to exercise initiative and contribute to the organization.

D) advocated that workers, rather than managers, should be in control of the work process itself.

E) said that managers should behave as coaches and facilitators—not as monitors and supervisors.

61) Which of the following best reflects Mary Parker Follett's views on management and leadership in an organization?

A) Managers should avoid involving workers in analyzing their jobs to identify better ways to perform tasks, as this could lead to employees underperforming.

B) If workers have the relevant knowledge, then workers, not managers, should be in control of the work process itself.

C) The formal line of authority and vertical chain of command are the most essential steps to effective management.

D) Members of different departments should avoid working together in cross-departmental teams to accomplish projects in order to minimize duplication of effort.

E) Managers' formal authority deriving from their position in the hierarchy should decide who will lead at any particular moment.

62) Employees at Southwest Airlines have highly flexible job descriptions that enable them to chip in and help where needed. Employees are encouraged to help solve problems where they see them. Thus, it's not uncommon to see a Southwest manager helping move passenger luggage into aircraft or check in passengers at a gate. This demonstrates the concepts in

A) Theory X.

B) Theory Y.

C) contingency theory.

D) management science theory.

E) organizational environment theory.

63) The human relations movement advocates that

A) managers use punishments as a tool to elicit cooperation from employees.

B) the level of work-group performance be controlled by workers.

C) employees be monitored outside the workplace.

D) supervisors be behaviorally trained to manage subordinates.

E) supervisors make all the important decisions concerning the company.

64) What is the Hawthorne effect?

A) Group members may subject those workers who violate the group norms to sanctions.

B) Productivity increases, regardless of the level of illumination in the workplace.

C) Workers will conceal the true potential efficiency of a work system to protect their interests.

D) Workers' productivity is affected more by their manager's personal behavior than by the work setting.

E) Employees in a "no-talking" workplace develop ways of talking to one another out of the sides of their mouths.

65) \_\_\_\_\_\_\_\_ is the study of the factors that have an impact on how individuals and groups respond to and act in organizations.

A) Hawthorne studies

B) Organizational behavior

C) Management science

D) Scientific management

E) Administrative management

66) What practice was advocated by Mary Parker Follett?

A) Workers should not be allowed to participate in the work development process.

B) Authority should align with hierarchical positions rather than knowledge.

C) Managers should behave as monitors and supervisors.

D) Workers should be allowed to exercise initiative in their everyday work lives.

E) Members of each department should stick to their own department; cross-functioning should be discouraged.

67) Managers who accept the assumptions of Theory Y

A) create a work setting that encourages commitment to organizational goals.

B) give little autonomy to workers because they are inherently lazy.

C) focus on developing rules and procedures to structure the workplace.

D) rely on rewards and punishments as motivators.

E) view workers as unable to manage their own time.

68) Managers who accept the assumptions of Theory X

A) create a work setting that encourages commitment to organization goals.

B) counteract workers' natural tendencies to avoid work.

C) focus on giving employees opportunities to exercise initiative.

D) provide opportunities for workers to be imaginative.

E) view workers as motivated and capable of exercising self-control.

69) Managers whose attitudes regarding employees are consistent with Theory Y

A) control workers' behavior by means of rewards and punishments.

B) closely supervise their employees.

C) do not believe in giving workers any autonomy in solving problems.

D) create work settings that allow workers to exercise initiative.

E) create work settings that reflect a belief that workers are lazy.

70) A "ratebuster," according to Elton Mayo's and F. J. Roethlisberger's bank wiring room experiments, was a person performing

A) above the work-group performance norm.

B) below the work-group performance norm.

C) at the pace the manager requests.

D) below the company performance standard.

E) at a pace he feels matches his pay.

71) \_\_\_\_\_\_\_\_ is a contemporary approach to management that focuses on the use of rigorous quantitative techniques to assist managers to make the best use of organizational resources to produce goods and services.

A) Contingency theory

B) Management science theory

C) Administrative management

D) Behavioral management

E) The human relations movement

72) Companies that use mathematical techniques, such as modeling and simulation, to help determine how to invest its capital are using \_\_\_\_\_\_\_\_ management.

A) behavioral

B) contingency

C) quantitative

D) administrative

E) the human relations

73) Katz, Kahn, and Thompson viewed the organization as an open system, which means

A) it is more likely to experience entropy than is a closed system.

B) it uses resources from the external environment for internal processes but does not return anything to the external environment.

C) the input, process, and output stages in the production process are performed in the external environment.

D) it is a self-contained system that is not affected by changes in its environment.

E) it takes in resources from its external environment and converts them into goods that are then sent back to that environment for purchase by customers.

74) When an organization ignores the external environment and fails to acquire inputs, it is likely to experience

A) synergy.

B) entropy.

C) conversion.

D) contingency.

E) control.

75) \_\_\_\_\_\_\_\_ is the performance gain caused by two or more departments coordinating their efforts.

A) Synergy

B) Entropy

C) Contingency theory

D) Organizational performance

E) Group performance

76) \_\_\_\_\_\_\_\_ is the idea that the organizational structures and control systems that are chosen by managers depend on characteristics of the external environment in which the organization operates.

A) Equity theory

B) Contingency theory

C) Theory X

D) Theory Y

E) Behavioral management theory

77) The primary message of \_\_\_\_\_\_\_\_ is that there is no one best way to organize.

A) Theory X

B) administrative management theory

C) contingency theory

D) behavioral management theory

E) management science theory

78) If a manager designs the organizational hierarchy based on the characteristics of the organizational environment, he is acting in accordance with \_\_\_\_\_\_\_\_ theory.

A) equity

B) Fayol's

C) contingency

D) queuing

E) chaos

79) Paula starts a new bakery business. Because she must meet specific requirements from the state health department, Paula decides to use a mechanistic structure for management. What demonstrates Paula's choice to organize and control the business with a mechanistic structure?

A) The organization uses the structure only when needed—when the organizational environment is unstable.

B) A mechanistic structure requires more managerial time, money, and effort than an organic structure.

C) Employees are closely supervised and follow well-defined rules and standard operating procedures.

D) Authority is decentralized to middle and first-line managers to encourage them to take responsibility.

E) Managers can react more quickly to a changing environment than can managers in an organic structure.

80) Millibytes Inc. implements an organic structure, which means that at Millibytes,

A) employees are discouraged from taking up more responsibilities.

B) forming of cross-departmental or functional teams is discouraged.

C) employees are closely supervised and follow well-defined rules.

D) emphasis is placed on strict discipline and order.

E) authority is decentralized to middle and first-line managers.

81) Dayfair Mobile's external environment is changing rapidly, and it responds by decentralizing decisions to allow lower-level managers to react faster. Which type of organizational structure allows this?

A) mechanistic

B) formal

C) bureaucratic

D) organizational

E) organic

82) Paolo is a manager for a small business. He wants his five subordinates to have positive working relationships and he wants to create a welcoming office environment. To encourage socializing and to motivate his staff to meet organizational goals, Paolo invites his subordinates to lunch once a week. Within a few weeks, Peter sees an increase in performance and improved collaboration among the staff members. This demonstrates the use of

A) administrative management.

B) scientific management.

C) behavioral management.

D) standard operating procedures (SOPs).

E) organizational behavior.

83) Synergy is defined as

A) the tendency of a closed system to lose its ability to control itself and thus to dissolve and disintegrate.

B) a system that is self-contained and thus not affected by changes occurring in its external environment.

C) the performance gains that result when individuals and departments work together.

D) the set of forces and conditions that operate beyond an organization's boundaries.

E) an approach to management that uses rigorous quantitative techniques.

84) Max Weber developed the

A) principles of scientific management.

B) principles of bureaucracy.

C) Theory X and Theory Y assumptions.

D) principles of management.

E) contingency theory.

85) Mel knows that the hair-styling business is highly competitive and new trends are constantly emerging, so she regularly provides training for her stylists, so they not only keep up with the latest hairstyles and techniques but are also able to provide new services to their customers. This, according to Teece, demonstrates the business's

A) dynamic capabilities.

B) user credibility.

C) organizational synergy.

D) organic structure.

E) external focus.

86) Teece uses the term \_\_\_\_\_\_\_\_ to describe a company's ability to identify and assess opportunities outside the company.

A) sensing

B) seizing

C) transforming

D) evaluating

E) appraisal

87) When Apple created the iPod, it shifted its focus from computers to consumer electronics, demonstrating Teece's concept of

A) expanding.

B) transforming.

C) seizing.

D) sensing.

E) converting.

88) Which of Teece's managerial activities would a company embrace if it wanted to use company resources to capture value for the organization from previously determined opportunities?

A) sensing

B) seizing

C) transforming

D) positioning

E) controlling

89) Steve Jobs recognized that consumers wanted a smaller mp3 player than they could buy at the time, so Apple developed the iPod. This demonstrates Teece's

A) Theory X.

B) Theory Y.

C) theory of dynamic capabilities.

D) management science theory.

E) contingency theory.

90) Name three of the ways organizations changed after the industrial revolution. Which do you think has continued to affect business in the 21st century?

91) What is meant by scientific management? What are the four principles of scientific management described by Frederick W. Taylor?

92) How would you support the opinion that scientific management can cause dissatisfaction in workers?

93) List and discuss Weber's five principles of bureaucracy. Do you agree with all of them? Why or why not? Give your answer in the context of a specific company.

94) Your friend has just been promoted to CEO of her company and is considering moving to more centralization of authority. What drawbacks to this approach would you point out to your friend?

95) Differentiate between an open and a closed system.

96) Explain how the different types of organizational structures in Burns and Stalker's contingency theory rest on Theory X or Theory Y assumptions.

97) The National Labor Relations Board (NLRB) suggests that McDonald's should be considered a "joint-employer" of the workers employed by company franchises. Why do you think NLRB filed this complaint? Explain the impact on McDonald's (and its competitors in the fast-food industry) if there is a ruling. How do you think it will affect the franchisees?

98) During the evolution of modern management, when crafts production was being replaced by large factories, why did owners and managers struggle with challenges and need to focus more on management?

99) Based on Taylor's four principles for scientific management, what data should managers gather and put to use about behavior and performance at work so they can increase efficiency in the workplace?

100) Your friend is looking for a new job. She has strong technical skills, and there are many companies with open positions, so she has asked for your advice in choosing a company. Your friend would prefer a boss who will trust her judgment and allow her to use her creativity. Then once she proves her talents, she would want more control over her job. What advice would you give your friend in choosing a company for her job application?