

## Chapter 9 Motivating the Workforce

### True/False Questions

1) Human relations is the study of the behavior of individuals and groups in organizational settings.

True False

2) A need is the satisfaction of a goal.

True False

3) Doreen loves her job and the people she works with. She is very loyal to her company. This demonstrates Doreen's morale.

True False

4) When Bobby opened his paycheck, he was surprised to see a bonus for the previous quarter's sales. Because it was unexpected, this is an example of an intrinsic reward.

True False

5) Frederick W. Taylor and Frank and Lillian Gilbreth are known for their time and motion studies.

True False

6) The Hawthorne studies found that money was the primary motivator for employees.

True False

7) Maslow's hierarchy lists the most basic needs people strive to satisfy first at the top of the pyramid.

True False

8) When Davis accepted a new job and moved to Seattle, he decided to join the company basketball team to meet people. Davis is satisfying an esteem need.

True False

9) Herzberg's theory focused on the environment where work is done.

True False

10) Employees in service businesses tend to be happier than those in other types of businesses.

True False

11) The managers at Kimani's company assume that the workers dislike their work and must be constantly supervised to make sure they do their work. These managers subscribe to the Theory X view of management.

True False

12) Theory Z is more participative and encourages lifelong employee commitment more than Theories X and Y.

True False

13) Chin-Mae believed that if he worked hard, he would get that promotion and raise he wanted. He stayed late at work every night and volunteered for extra projects. This demonstrates expectancy theory.

True False

14) Rewarding appropriate behavior tends to be more effective to modify behavior in the long run than punishments for unacceptable behavior.

True False

15) Sabeen's factory job tended to focus on repetitive tasks, so her supervisor decided to move Sabeen and her co-workers to different jobs every couple of weeks to keep them interested and productive. This is called job enrichment.

True False

### Multiple Choice Questions

16) Amy likes to get to work early and leave early before the traffic gets too bad. Her boss is fine with this as long as she gets her 8 hours in and is there between 10 and 2. This is an example of flextime.

17) An inner drive that directs a person's behavior toward goals is called

- A) a reward.
- B) a need.
- C) motivation.
- D) morale.
- E) an incentive.

18) Taylor is an independent contractor in the plumbing industry. He receives work from several companies and individual customers. There are often multiple ways to fix a plumbing problem, and, when given the option, Taylor sometimes chooses to use the fastest and easiest solution rather than the best possible solution. What might explain Taylor's tendency to avoid doing what

he should do?

- A) too much motivation
- B) lack of motivation
- C) engagement in his work
- D) high morale
- E) the perceived reward

19) \_\_\_\_\_ is the difference between a desired state and an actual state.

- A) A problem
- B) Motivation
- C) A need
- D) Morale
- E) A goal

20) Larry is a computer salesman who has been working in his field for over 20 years. Recently, he has noticed that his sales haven't been as high as the sales of some of his younger coworkers. He recognizes the need to increase his sales. Which of the following is something he might do to satisfy this need and achieve success?

- A) sabotage the sales of his younger coworkers
- B) stick with his tried-and-true traditional sales methods
- C) pressure his existing customers to buy more computers
- D) resign from his job and find a job that better fits his traditional sales skills
- E) obtain additional training to improve his sales skills

21) Graham, an employee at an architectural firm, is frustrated with his job as he is mostly involved in reproducing stock designs. He realizes the need for starting his own firm to exercise his creative streak. In the context of the motivation process, which step will immediately follow the need recognition step?

- A) need establishment
- B) goal-directed behavior
- C) intrinsic reward
- D) morale boost
- E) satisfaction

22) Which of the following is the last step in a typical motivation process?

- A) need
- B) motivation
- C) objective
- D) action
- E) satisfaction

23) Victoria is a cake designer and baker at a bakery. She often creates custom cakes for weddings, birthdays, anniversaries, and other large events. She loves making her customers happy and is committed to her work, which allows her to meet her customers' high expectations. Victoria can be described as

- A) agile.
- B) loyal.
- C) versatile.

- D) disengaged.
- E) engaged.

24) Low morale is likely to result in

- A) high productivity.
- B) low turnover.
- C) absenteeism.
- D) high motivation.
- E) loyalty.

25) High morale contributes to

- A) high levels of absenteeism.
- B) high levels of turnover.
- C) high costs of operation.
- D) high occurrences of groupthink.
- E) high returns to stakeholders.

26) Coffee Klatch is a chain of small coffee shops that are located in college towns and mostly employ students. The company offers flexible scheduling, employee scholarship programs, and strong internal promoting, and, as a result, it has loyal employees who have high levels of productivity. Based on this scenario, employees of Coffee Klatch should have

- A) high morale.
- B) low morale.
- C) high rates of absenteeism.
- D) low returns to stakeholders.
- E) low levels of engagement.

27) Crafty Cookbooks Inc. is a large publisher that focuses on developing cookbooks with recipes from around the world. Recently, since more people are getting their recipes from the Internet, Crafty Cookbooks is struggling to stay profitable. As a result, the company has decided to streamline its operations, laying off 50 employees and changing the way the company works to focus more on offering innovative digital cookbook applications. Many of the company's employees are frustrated with the changes, so, in addition to the employees the company let go, several other employees have quit. This scenario is most closely related to

- A) high morale.
- B) low morale.
- C) high employee engagement.
- D) high levels of productivity.
- E) low levels of turnover.

28) An \_\_\_\_\_ is the personal satisfaction and enjoyment that a person feels from attaining a goal.

- A) intrinsic need
- B) extrinsic need
- C) intrinsic reward
- D) extrinsic reward
- E) extrinsic motivation

29) Karen has always been passionate about fashion, so she went to fashion school to learn more about it and opened her own clothing boutique. She enjoys running her business and feels a deep sense of satisfaction every time she finds new styles to bring to her store. In this scenario, Karen is experiencing

- A) an extrinsic reward.
- B) an extrinsic motivation.
- C) a morale booster.
- D) an individual motivation.
- E) an intrinsic reward.

30) \_\_\_\_\_ are benefits and/or recognition that a person receives from someone else.

- A) Intrinsic needs
- B) Extrinsic needs
- C) Intrinsic rewards
- D) Extrinsic rewards
- E) Intrinsic motivational requirements

31) Javier works at a grocery store. He started six months ago as a bagger, but recently, his boss recognized his hard work, promoting him to cashier and giving him a raise. Javier's promotion and raise are examples of

- A) extrinsic rewards.
- B) intrinsic rewards.
- C) morale deflators.
- D) personal motivators.
- E) intrinsic motivators.

32) All of the following are ways to retain good employees EXCEPT

- A) challenging employees.
- B) creating a work-friendly environment.
- C) providing opportunities for employee growth.
- D) micromanaging employees.
- E) providing adequate incentives.

33) Jamal manages a fitness club that employs front desk personnel, personal trainers, and fitness instructors. He wants to motivate his employees to work hard and maintain high levels of productivity. Which of the following would be the most effective way for Jamal to motivate his employees?

- A) dispense rewards and other incentives to his favorite employees
- B) allow employees to make mistakes as these become learning opportunities
- C) create a competitive culture
- D) encourage standardized problem solving
- E) only provide positive feedback

34) The birth of the study of human relations within business organizations can be traced to

- A) research conducted by Mayo and Hawthorne.
- B) Maslow's hierarchy of needs.
- C) Herzberg's study of hygiene and motivation factors.

- D) McGregor's Theory X and Theory Y.
- E) time and motion studies by Frederick W. Taylor and Frank and Lillian Gilbreth.

35) According to the classical theory of motivation, which of the following would motivate employees to work hard?

- A) a long lunch break
- B) adequate tools and long hours
- C) financial incentives
- D) long vacations
- E) safe working conditions

36) Which of the following theories is associated with the piece-rate system?

- A) the two-factor theory
- B) the theory of the hierarchy of needs
- C) the theory of the Hawthorne effect
- D) Theory X and Theory Y
- E) the classical theory of motivation

37) Becky works in a factory that produces dolls and other toys. To improve productivity, Becky's manager broke down each job into its component tasks, determined the best way to perform each task, and specified the output to be achieved by each worker performing the task. As a result, Becky is expected to add arms and legs to 50 dolls per day. She is paid \$2.50 per doll, but if she exceeds 50 dolls in a day, she receives an additional \$1.50 per doll. This scenario demonstrates

- A) the Hawthorne effect.
- B) Maslow's hierarchy of needs.
- C) Herzberg's two-factor theory.
- D) McGregor's Theory X.
- E) the classical theory of motivation.

38) Vixen works in a soap manufacturing company. He is paid a fixed amount for every unit he manufactures at the factory. He is paid higher rates for exceeding his set target. The payment system in this scenario is an example of the \_\_\_\_\_ system.

- A) barter
- B) piece-rate
- C) bonus
- D) over-time
- E) hourly-payment

39) Still Home, a real estate company, encourages its realtors to partner and collaborate with each other to find appropriate homes for their clients. To generate partnership and collaboration, this company most likely offers employees

- A) individual incentives.
- B) competitive bonuses.
- C) team incentives.
- D) intrinsic rewards.
- E) morale boosters.

40) The person primarily associated with the Hawthorne studies is

- A) Abraham Maslow.
- B) Douglas McGregor.
- C) B. F. Skinner.
- D) Nathaniel Hawthorne.
- E) Elton Mayo.

41) Which of the following is a hallmark of the Hawthorne effect?

- A) decrease in productivity as work hours increased
- B) increase in productivity regardless of physical conditions
- C) decrease in productivity regardless of supervision
- D) increase in productivity as pay increased
- E) productivity remaining the same despite increase in efficiency

42) The Hawthorne studies were important because they

- A) revealed the significance of social and psychological factors.
- B) confirmed that financial incentives were key to motivation.
- C) showed that workers should control the workplace.
- D) used fear as a motivator.
- E) dealt with self-actualization needs.

43) Larissa worked at the Hawthorne Works Plant of the Western Electric Company in 1924 when Elton Mayo and his team started their research on workplace conditions and productivity. Throughout the study, as Mayo and his team introduced various physical conditions, Larissa's productivity increased. When the researchers asked her about her behavior, she most likely expressed

- A) confusion because she thought her productivity had decreased.
- B) satisfaction because her supervisor had asked for her help and cooperation in the study.
- C) frustration because it was difficult to remain productive under the various physical conditions.
- D) appreciation because they were paying her for her participation.
- E) concern that they were planning to introduce worse physical conditions.

44) What was the ultimate result of the Hawthorne studies?

- A) They led to companies paying workers more to increase their productivity.
- B) They led to companies providing better physical work conditions to increase productivity.
- C) They led managers to believe that it is impossible to understand workers' needs, beliefs, and expectations.
- D) They marked the beginning of a concern for human relations in the workplace.
- E) They led to the belief that nothing will motivate workers who are not intrinsically motivated.

45) The American Painters' Association provides discounted house painting services to military and veterans' families, which enlivens its employees. This shows how important it is for employees to feel like

- A) they can choose their own clients.
- B) they are working for people who recognize the need for financial incentives.
- C) they are being productive.
- D) they will be paid fairly for their work.

E) their work matters.

46) According to Maslow's hierarchy of needs, which of the following needs do people strive to satisfy first?

- A) security needs
- B) physiological needs
- C) social needs
- D) esteem needs
- E) self-actualization needs

47) According to Maslow's hierarchy of needs, the need for love, companionship, and friendship and the desire for acceptance by others are a part of \_\_\_\_\_ needs.

- A) security
- B) social
- C) physiological
- D) esteem
- E) self-actualization

48) Which of the following needs is at the top, and therefore the hardest to attain, of Maslow's hierarchy of needs?

- A) security needs
- B) social needs
- C) physiological needs
- D) esteem needs
- E) self-actualization needs

49) Blujay Pharmaceutical features the salesperson who has been the most successful during the previous quarter in the company newsletter. According to Maslow's hierarchy of needs, which of the following needs of employee is Blujay Pharmaceutical trying to meet?

- A) security needs
- B) social needs
- C) physiological needs
- D) self-involvement needs
- E) self-actualization needs

50) According to Maslow, humans first devote all their efforts to satisfying \_\_\_\_\_ needs until they are met. Only when these needs are met can people focus their attention on satisfying the next level of needs.

- A) social
- B) physiological
- C) security
- D) esteem
- E) self-actualization



51) Maslow's theory maintains that

- A) hygiene factors, which relate to the work setting and not to the content of the work, include adequate wages.
- B) the more basic needs must be satisfied before higher-level goals can be pursued.
- C) security needs must be fulfilled before physiological needs.
- D) social needs must be fulfilled before security needs.
- E) needs that are fulfilled cannot be triggered under any circumstance.

52) Garrett works as an electrician, going into people's homes and offices to set up and repair electrical systems. When he sees a dangerous condition, he reports it to the home or business owner immediately and begins working to fix the situation. He wears safety goggles and gloves while he is working, and he has a comprehensive insurance plan with income protection in the event that he becomes unable to work. Garrett's actions are most related to Maslow's \_\_\_\_\_ needs.

- A) security
- B) social
- C) physiological
- D) self-actualization
- E) esteem

53) Hussein works for a store that sells hot tubs and pools. He is a competitive person, so he needs to feel like he can sell the products better than the other store employees. When he is able to sell more hot tubs and pools than his co-workers, he feels a high level of self-respect and respect from others. This scenario describes how Hussein fulfills his \_\_\_\_\_ needs.

- A) self-actualization
- B) security
- C) social
- D) physiological
- E) esteem

54) Travis got laid off from his job at a hay and grain supply company. Before he was laid off, he was focused on selling more hay and grain than any of his co-workers. Since the layoff, he has shifted his focus to finding a new source of income. What does this scenario highlight about laid off workers in terms of Maslow's hierarchy of needs?

- A) Since they have already reached the high-level esteem needs, they don't go back to the previous levels of needs.
- B) They revert all the way back to focusing on physiological needs.
- C) They focus on social needs, which are especially important after a significant life event, like a layoff.
- D) They shift their focus from high-level esteem needs to the need for security.
- E) They shift their focus from high-level self-actualization needs to the need to be accepted by others.

- 55) Frederick Herzberg proposed
- A) the classical theory of motivation.
  - B) the hierarchy of needs theory.
  - C) the Hawthorne effect theory.
  - D) the two-factor theory.
  - E) Theory X and Theory Y.
- 56) According to Herzberg's theory, which of the following is a hygiene factor?
- A) achievement
  - B) recognition
  - C) involvement
  - D) salary
  - E) responsibility
- 57) According to Herzberg's theory, which of the following is a motivational factor?
- A) supervision
  - B) working conditions
  - C) salary
  - D) security
  - E) responsibility
- 58) According to Herzberg's theory, the absence of which of the following factors may be a potential source of dissatisfaction and high turnover?
- A) achievement
  - B) recognition
  - C) involvement
  - D) security
  - E) responsibility
- 59) According to Herzberg's theory, the presence of which of the following factors is likely to motivate employees though their absence may not result in dissatisfaction?
- A) supervision
  - B) achievement
  - C) working condition
  - D) security
  - E) salary
- 60) Militia Tech., a large technology company, has started using methods to give employees more responsibility and control and to involve them more in their work. The company views employees as team members and encourages them to share their ideas about how to improve its technology products. What is the benefit to using these methods?
- A) They satisfy employees' physiological and security needs.
  - B) They eliminate every potential source of dissatisfaction and high turnover.
  - C) They motivate employees to higher levels of productivity and quality.
  - D) They weed out employees who don't have ideas to contribute.
  - E) They give employees the chance to use their minds and abilities and are seen as more important than a good salary.

61) Sandra manages a grocery store that which employs several baggers, cashiers, floor managers, and stockroom workers. Which of the following is a hygiene factor Sandra can use to ensure that her employees are satisfied with their work setting?

- A) She can provide adequate wages.
- B) She can help them achieve their goals.
- C) She can recognize their hard work.
- D) She can give them more responsibility over their work.
- E) She can offer advancement opportunities.

62) Herzberg's motivational factors are similar to Maslow's

- A) physiological and security needs.
- B) security and social needs.
- C) social and esteem needs.
- D) esteem and self-actualization needs.
- E) physiological and esteem needs.

63) In the United States, workers' \_\_\_\_\_, as defined by Maslow, have largely been met by minimum-wage laws and federal occupational safety standards.

- A) physiological and security needs
- B) security and social needs
- C) social and esteem needs
- D) esteem and self-actualization needs
- E) physiological and esteem needs

64) Theory X and Theory Y are most closely associated with

- A) Frederick Taylor.
- B) Frederick Herzberg.
- C) Douglas McGregor.
- D) Elton Mayo.
- E) William Ouchi.

65) Anand is a manager who believes that he can force his subordinates to work extra hours through close supervision. He instills fear among employees by threatening to cancel bonuses if deadlines are not met. Anand could be described as a

- A) Theory X manager.
- B) Theory Y manager.
- C) Theory Z manager.
- D) manager who meets Maslow's esteem needs of employees.
- E) manager who focuses on the hygiene factors proposed by Herzberg.

66) According to managers who adopt McGregor's Theory X,

- A) people enjoy work.
- B) work is as natural as play or rest.
- C) people will seek and accept responsibility.
- D) workers must be forced to do their jobs.
- E) the average worker does not like to be directed.

67) McGregor's Theory X corresponds to

- A) the traditional view of management.
- B) the humanistic view of management.
- C) Herzberg's hygiene factors.
- D) Herzberg's motivational factors.
- E) the equity theory.

68) McGregor's Theory Y corresponds to

- A) the traditional view of management.
- B) the humanistic view of management.
- C) Herzberg's hygiene factors.
- D) Herzberg's motivational factors.
- E) the equity theory.

69) When compared to Maslow's hierarchy of needs, the Theory X style of management focuses on \_\_\_\_\_ needs.

- A) security and esteem
- B) self-actualization and esteem
- C) physiological and security
- D) social and security
- E) physiological and social

70) Matt is a Theory X manager at an office supplies store. In managing his employees, he is most likely to

- A) trust his employees.
- B) avoid micro managing his employees.
- C) ignore the physiological needs of his employees.
- D) ignore the security needs of his employees.
- E) ignore the self-actualization needs of his employees.

71) The managers of Automotive Parts Inc. believe that the average person dislikes work and will avoid it when possible. As a result, they focus on coercing, controlling, directing, and threatening their workers with punishment to get them to work toward achieving the company's objectives. One method they initiated was an employee ranking system that ranked 60 percent of employees as below expectations. This company has adopted

- A) Maslow's hierarchy of needs.
- B) Herzberg's hygiene factors.
- C) Herzberg's motivational factors.
- D) McGregor's Theory Y perspective.
- E) McGregor's Theory X perspective.

72) The approach that suggests that imagination, ingenuity, and creativity can help solve organizational problems is

- A) Theory X.
- B) Theory Y.
- C) the equity theory.
- D) the behavior modification theory.
- E) the expectancy theory.

73) Mary, a manager at a publishing house, follows McGregor's Theory Y approach to management. She is likely to assume that

- A) her subordinates avoid responsibilities.
- B) the average worker prefers to be directed.
- C) the average worker has little ambition.
- D) workers are not capable of self-control.
- E) workers will exercise self-direction and self-control.

74) Jill is the principal of a charter school. She believes that her employees like to work and that, under proper conditions, they will seek out responsibility in an attempt to satisfy their social, esteem, and self-actualization needs. What theory of management would Jill most likely follow?

- A) McGregor's Theory X
- B) Ouchi's Theory Z
- C) Herzberg's two-factor theory
- D) Maslow's hierarchy of needs
- E) McGregor's Theory Y

75) Which of the following is a major difference between the Theory X and Theory Y views of management?

- A) Theory X takes into account people's needs for companionship, esteem, and personal growth, whereas Theory Y does not.
- B) Theory Y takes into account people's needs for companionship, esteem, and personal growth, whereas Theory X does not.
- C) Theory Y managers maintain more control and supervision over their employees than Theory X managers.
- D) Theory X managers believe that workers like to work, while Theory Y managers believe that the average worker dislikes work and will avoid it when possible.
- E) Theory Y managers believe that the average worker prefers to be directed, while Theory X managers believe that people will exercise self-direction and self-control to achieve objectives to which they are committed.

76) Related to Maslow's hierarchy of needs, what is the difference between Theory X and Theory Y managers?

A) Theory X managers focus on self-actualization needs, while Theory Y managers only focus on physiological and security needs.

B) Theory X managers focus on esteem and social needs, while Theory Y managers only focus on self-actualization needs.

C) Theory X managers only focus on self-actualization needs, while Theory Y managers focus on all the other types of needs.

D) Theory X managers focus on the high-level needs, while Theory Y managers focus on the low-level needs.

E) Theory X managers focus on physiological and security needs, while Theory Y managers address Maslow's high-level needs as well as physiological and security needs.

77) Dante's Italian Restaurant has several locations in Massachusetts and New York. Each location has a restaurant manager who runs his or her location as he or she sees fit. The restaurant chain has achieved success by empowering its employees to make their own decisions and follow their passions. Which management theory does Dante's Italian Restaurant follow?

A) Herzberg's two-factor theory

B) Maslow's hierarchy of needs

C) McGregor's Theory Y

D) McGregor's Theory X

E) Equity theory

78) All of the following are assumptions of Theory Y EXCEPT

A) the average worker has relatively little ambition.

B) organizations today do not make full use of workers' intellectual potential.

C) the expenditure of physical and mental effort in work is as natural as play or rest.

D) people will commit to objectives when they realize that the achievement of those goals will bring them personal reward.

E) the average person will accept and seek responsibility.

79) Theory Z was first described by

A) Frederick Taylor.

B) Lillian Gilbreth.

C) Abraham Maslow.

D) William Ouchi.

E) Douglas McGregor.

80) In the context of employee motivation theories, Theory Z includes many elements associated with the \_\_\_\_\_ approach to management.

A) Chinese

B) American

C) European

D) Japanese

E) Hawthorne

81) At Frederica's Furniture, managers and workers share responsibilities, managers stress employee participation in all aspects of company decision making, and employment is long term. What theory of management does Frederica's Furniture follow?

- A) Theory X
- B) Theory Y
- C) the two-factor theory
- D) Theory Z
- E) Maslow's hierarchy of needs

82) Theory Z and Theory Y can be seen as

- A) complete opposites.
- B) almost identical.
- C) competing theories.
- D) different but equal theories.
- E) complementary.

83) According to \_\_\_\_\_, how much people are willing to contribute to an organization depends on their assessment of the fairness of the rewards they will receive in exchange.

- A) Theory X
- B) Theory Y
- C) Theory Z
- D) equity theory
- E) expectancy theory

84) Which of the following statements is true regarding equity theory?

- A) In practice, equity is an objective notion.
- B) In a fair situation, a person receives rewards proportional to his or her contribution to the organization.
- C) Even if a person's input-output ratio is similar to that of others in the organization, that person will most likely feel that he or she could still be treated more equitably.
- D) It is impossible for workers to compare their input-output ratios with others because individuals are secretive about their rewards.
- E) Workers cannot compare their input-output ratios with others because individuals cannot accurately assess their contributions to the organization.

85) How can managers avoid equity problems?

- A) by offering flextime to employees
- B) by adding more tasks to a job instead of treating each task as separate
- C) by ensuring that rewards are distributed on the basis of performance
- D) by incorporating motivational factors, such as opportunity for achievement
- E) by creating a competitive environment at the workplace

86) Jane learned, that although she and June were both hired as part-time sales clerks at the same time and have similar backgrounds, June is paid \$1 more per hour. Jane decided to stop cleaning dressing rooms on her shift because she thinks the pay is unfair. This scenario demonstrates which of the following management theories?

- A) equity theory
- B) Theory X
- C) expectancy theory
- D) Theory Y
- E) Theory Z

87) Carolyn, Todd, and Bethany all work at a department store in the mall. They have been working there for the same amount of time, and they all have similar educational and employment backgrounds. Bethany has just discovered that Carolyn and Todd both make more than she does. Which of the following is an unethical or illegal behavior Bethany may exhibit to equalize the situation?

- A) She may look for a job at a different company.
- B) She may ask for a raise or promotion.
- C) She may ask to have Carolyn and Todd's inputs increased.
- D) She may start stealing items from the store.
- E) She may try to get Carolyn and Todd's outputs decreased.

88) \_\_\_\_\_ states that motivation depends not only on how much a person wants something but also on the person's perception of how likely he or she is to get it.

- A) Expectancy theory
- B) Theory Y
- C) Theory Z
- D) Equity theory
- E) Theory X

89) Rahul works as an assistant manager in a car manufacturing firm. He wishes to be promoted to the position of manager but feels that it is unlikely to happen. As a result, Rahul is not motivated to achieve the desired end. Which of the following theories best explains Rahul's situation?

- A) Theory X
- B) Theory Y
- C) expectancy theory
- D) equity theory
- E) Theory Z



- 90) Which of the following is stated by the expectancy theory?
- A) A person who does not believe that he or she is likely to get something is likely to go against all odds.
  - B) A person who wants something and has reasons to be optimistic is likely to be highly motivated.
  - C) How much people are willing to contribute to an organization depends on their assessment of the fairness, or equity, of the rewards they will receive in exchange.
  - D) Employees need to be involved in all aspects of company decision making to keep them motivated.
  - E) In a fair situation, a person receives rewards proportional to the contribution he or she makes to the organization.

91) Calvin is a marketer at Compact Car Company, and he wants to inform the market of the benefits of buying used cars over expensive new cars. He invests his efforts in creating advertisements that emphasize the company's low prices and service guarantee to reach the company's target market and compete with the large car dealerships in the area. This scenario most directly demonstrates

- A) equity theory.
- B) expectancy theory.
- C) goal-setting theory.
- D) Theory X.
- E) Theory Y.

92) Which of the following best describes management by objectives?

- A) the impact that setting goals has on performance
- B) the need to develop goals that both managers and employees can understand and agree upon
- C) the fact that motivation depends on the person's perception of how likely he or she is to get something he or she wants
- D) the belief that people should receive rewards proportional to the contributions they make to an organization
- E) the belief that employees should participate in all aspects of company decision making

93) \_\_\_\_\_ involves changing behavior and encouraging appropriate actions by relating the consequences of behavior to the behavior itself.

- A) Operant conditioning
- B) Theory Z
- C) Theory X
- D) Behavior modification
- E) hygiene factors of the two-factor theory

94) Elias, the manager of Eat Big, a chain of restaurants, gives awards on a monthly basis to employees with the highest productivity. Elias's action is based on

- A) expectancy theory.
- B) Theory Z.
- C) Theory X.
- D) Skinner's behavior modification theory.
- E) hygiene factors of the two-factor theory.

95) Stage Industries annually rewards the top ten employees, in terms of goal achievement, with a trip to the Caribbean. What effect will Stag Industries' action most likely have on employee behavior?

- A) It will lead to employee dissatisfaction and increased turnover.
- B) It will eliminate bad behavior from employees.
- C) It will demotivate employees who don't receive the reward.
- D) It will motivate all employees to work hard to achieve company goals.
- E) It will provide quick results but may lead to undesirable long-term side effects.

96) Francesca, the store manager at a supermarket, penalizes employees for reporting late to work. This measure has gone a long way in ensuring that employees arrive on time. The step taken by Francesca best reflects

- A) the expectancy theory.
- B) Skinner's behavior modification theory.
- C) Theory X.
- D) Theory Z.
- E) hygiene factors of the two-factor theory.

97) Mandy manages a small diner. She has noticed that some of her employees steal fries and other food off patron's plates before bringing the food out to the tables. When she sees employees doing this, she punishes them by taking a portion of their tips and distributing that money to the employees who don't steal food from plates. Which of the following is an undesirable, long-term side effect that may result from such punishments?

- A) Stealing food will be eliminated.
- B) Employees may not notice issues related to food quality.
- C) Employees may escalate to stealing money.
- D) There may be increased turnover.
- E) There may be increased competition among employees.

98) What is an advantage associated with job rotation?

- A) It increases job turnover.
- B) It reduces the boredom created by specialization of tasks.
- C) It allows employees to choose their preferred work hours.
- D) It enables employers to add more tasks to a job instead of treating each task as separate.
- E) It allows two people to work on one job.

99) What is a drawback of job rotation?

- A) It increases job turnover.
- B) It results in increased physical activity.
- C) It increases fixed costs for companies.
- D) It is unable to totally eliminate the problem of boredom.
- E) It discourages job enlargement initiatives.

100) A company that allows its employees to work a variety of jobs to relieve boredom is most closely associated with

- A) job sharing.
- B) job rotation.
- C) flextime.
- D) diversity.
- E) specialization.

101) Which of the following adds tasks to a job instead of treating each task as a separate job?

- A) job rotation
- B) job enlargement
- C) job enrichment
- D) job design
- E) job reduction

102) What is the rationale behind job enlargement strategies?

- A) Jobs are more satisfying when employees are provided greater perks.
- B) Jobs are more satisfying when employees are offered flextime.
- C) Jobs are more satisfying as the number of tasks performed by an individual increases.
- D) Jobs are more satisfying when they allow employees to move from one job to another.
- E) Jobs are more satisfying as the opportunity for job sharing increases.

103) Heidi works for a home decor store. Her normal tasks include cleaning the store fixtures, helping customers find what they are looking for, and ringing up customer purchases. One day, she notices that several of the shelves are empty, so she goes into the back room and finds merchandise to fill the shelves. When she shows her manager, Tricia, what she has done, Tricia is so impressed that she asks Heidi to check all the shelves on a weekly basis and stock any empty shelves with new merchandise. This scenario best describes job

- A) rotation.
- B) enrichment.
- C) reduction.
- D) sharing.
- E) enlargement.

104) Job \_\_\_\_\_ is the incorporation of motivational factors, such as opportunity for achievement, recognition, responsibility, and advancement, into a job.

- A) rotation
- B) enrichment
- C) enlargement
- D) specification
- E) specialization

105) Which of the following is likely to be a result of job enrichment?

- A) Employees will have to share jobs.
- B) Employees will be allowed to choose their starting and ending times.
- C) Employees will have more control and authority over their job.
- D) Employees will have to be micromanaged.
- E) Employee turnover will increase.

106) What is an advantage of job enrichment?

- A) It creates opportunities for specialized jobs.
- B) It allows employees to choose their starting and ending times.
- C) It treats each task performed by an employee as separate.
- D) It enhances a worker's feeling of responsibility.
- E) It enables employees to share jobs.

107) A work program that allows employees to choose their starting and ending times as long as they are at work during a specified core period is called

- A) flextime.
- B) compressed workweek.
- C) job sharing.
- D) work sharing.
- E) job enrichment.

108) Kart Inc., a publishing house, allows employees to log in at their preferred time and log off after completing eight hours between the hours of 7 am and 7 pm. Kart Inc. offers \_\_\_\_\_ to its employees.

- A) flextime
- B) a compressed workweek
- C) job sharing
- D) job enrichment
- E) run time

109) What is an advantage of using a flextime schedule?

- A) It increases communication between managers and employees.
- B) It reduces the working hours of employees and thus reduces pressure.
- C) It allows two people to do one job.
- D) It reduces security risks.
- E) It improves the ability to recruit and retain workers who wish to balance work and home life.

110) Apps for Apples, a technology company that produces educational applications for Macs and other Apple products, allows employees to work on a flextime schedule. All employees must be at work from 10:00 a.m. to 2:00 p.m. to attend meetings, but other than that, employees have the flexibility to choose which hours they work. All of the following are benefits of this type of scheduling EXCEPT it

- A) serves customers better by allowing more coverage of customers over longer hours.
- B) reduces driving in rush-hour traffic.
- C) reduces the total number of hours that employees work.
- D) uses workstations and facilities better by staggering employee use.
- E) is associated with healthier lifestyle choices.

111) A compressed workweek is

- A) a system that allows employees to choose their starting and ending times as long as they are at work during a specified core time.
- B) when two people do one job.
- C) when a company shortens the work hours through the week to avoid layoffs.
- D) a system that allows employees to choose to work part of a week from home.
- E) a four-day or shorter period in which employees work 40 hours.

112) A compressed workweek is most likely to

- A) add more tasks to a job than of treating each task as separate.
- B) reduce a company's operating expenses.
- C) shorten working hours.
- D) increase instances of virtual teams.
- E) allow employees to move from one job to another.

113) Simone works as a medical transcriptionist. She is required to log in 40 hours in four days and take three days off. Simone's work schedule is an example of

- A) flextime.
- B) a compressed workweek.
- C) job sharing.
- D) job enrichment.
- E) job enlargement.

114) Job \_\_\_\_\_ occurs when two people do one job.

- A) enrichment
- B) enlargement
- C) sharing
- D) rotation
- E) specification

115) Fun Corp., a toy manufacturing company, allocates one task to an employee working from 8:00 a.m. to 12:30 p.m. and allocates the same task to be completed by another employee working from 12:30 p.m. to 5:00 p.m. This is an example of job

- A) enrichment.
- B) enlargement.
- C) sharing.
- D) rotation.
- E) specification.

116) Which of the following options is likely to be most effective for retaining employees who are trying to juggle their work duties with other responsibilities and needs?

- A) job enhancement
- B) job sharing
- C) job enrichment
- D) job rotation
- E) job hopping

117) Frank and Gunther both work as receptionists at a law office. Frank works from 8:00 a.m. to 12:30 p.m., so he can be home when his daughter gets home from preschool. Gunther works from 12:30 p.m. to 5:00 p.m., so he can attend graduate school classes in the morning. Which of the following is a benefit this arrangement has for the company?

- A) The company has employees who prioritize work over other obligations.
- B) The company reduces its operating costs because its actual hours of operation are reduced.
- C) The company can better serve its customers because it has more customer coverage over longer hours.
- D) Rush-hour driving is reduced.
- E) The company has the skills of two people for one job.

118) Allowing some employees to work at home part-time is

- A) a type of job enrichment.
- B) an example of job enlargement.
- C) a flexible scheduling strategy.
- D) likely to increase overhead costs for businesses.
- E) ideal for all companies.

119) Camden Inc., a pharmaceutical company, allows its employees to work at home a few days per week, staying connected via computers, modems, and telephones. This arrangement is called

- A) job rotation.
- B) job enlargement.
- C) telecommuting.
- D) a compressed workweek.
- E) flextime.

- 120) What is an advantage of allowing employees to telecommute?
- A) It allows employees to work extra hours and enjoy a three-day weekend.
  - B) It helps companies to add more tasks to a job instead of treating each task as separate.
  - C) It may help reduce overhead costs for businesses.
  - D) It reduces security risks.
  - E) It helps in the initiation of job enlargement programs.
- 121) Why are some managers reluctant to offer telecommuting options to their employees?
- A) It increases overhead costs for companies.
  - B) It increases fixed costs for companies.
  - C) It increases the work load for employees who take the option.
  - D) It increases security concerns.
  - E) It increases employee turnover.

#### Essay Questions

- 122) Define human relations and explain its role in business.
- 123) Herzberg's motivational factors and Maslow's esteem and self-actualization needs are similar. Explain how these impact employees.
- 124) Name 3 ways managers can motivate employees during economic fluctuation.