Test Bank for Dunn and Haimanns Healthcare Management 10th Dunn

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1. Which of the following statements does *not* accurately describe departmentalization?

a. It is also known as compartmentalization.
*b. It means deciding how to best group resources of the organization.
c. It is the process of grouping activities according to logical arrangements.
d. It serves as the building block for the formal structure.

2. Division of work involves breaking down a task into smaller parts and having each part or step of the task performed by a different individual.

*a. True
b. False

3. Which of the following statements does *not* accurately describe job specialization?

a. It breaks down tasks resulting in each step of the task being performed by a different individual.
b. It often results in increased production and efficiency.
*c. It is a relatively new approach to improving efficiency.
d. It facilitates assigning work by skill level.
e. It may result in worker boredom.

4. Specialization is uncommon in healthcare professionals.

a. True
*b. False

6. The most common departmentalization structure is based on what?

*a. Function
b. Product-Line
c. Patient
d. Time

7. Which of the following is the closest example of departmentalization based on equipment?

a. Patient financial services
b. Medical records
*c. A microbiology laboratory
d. Dietary services

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9. One type of organization usually works equally well for all departments of the hospital.

a. True
*b. False

10. What is the advantage of departmentalization by patient?

a. Resources are applied the same for all patients.
b. It reduces resource duplication.
*c. Managers become patient advocates.
d. It pleases the customer but may hurt the hospital.

11. Organizational charts are helpful in depicting the structure and chain of command and should be designed in such a way to eliminate the need for continuous updating.

a. True
*b. False

12. Factors that influence an organization and its structure include which of the following?

a. Technology
b. Regulations
c. Workforce
d. Economy
e. None of the above
*f. All of the above

13. The personnel must be in place before organization can take place.

a. True
*b. False

14. Which of the following statements is true of organization design?

a. It is inflexible.
b. It commonly has one employee reporting to two or three superiors.
c. It views the facility as a closed organization.
*d. Traditional structure is the most common.

15. Role theory is the opposite of role conflict.

a. True
*b. False

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16. Matrix organization (matrix design)

a. is within only one department.
b. does not run the risk of a dual-boss relationship.
*c. offers greater flexibility
d. helps employees feel connected to their home departments.

18. A mechanistic organization has many rigid rules and regulations.

*a. True
b. False

19. Which of the following is *not* a type of organizational chart?

a. Vertical chart
b. Horizontal chart
c. Circular chart
d. Inverted pyramid chart
*e. Gantt chart

20. Job specialization makes it harder to replace individual employees.

a. True
*b. False

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1. Which of the following is one of the differences between the human relations school and the human resources school?

*a. The human relations school considers the need for managers to communicate and pay attention to their employees; the human resources school built on these concepts but added the dimension of productivity improvement.
b. The human relations school focuses on productivity improvement; the human resources school built on this concept but added the management dimension of communicating with employees.
c. The human relations school believes employees are lazy and need direction; the human resources school surfaced the term of "social man."
d. None of the above

2. The Industrial Revolution caused many changes in the United States and England. Which of the following were among them?

a. Individuals transitioned from being owner-workers to owner-managers.
*b. The use of machinery made work more precise.
c. Factories subdivided into small shops.
d. All of the above

3. The three schools of management theory discussed in the text are

a. contemporary, human relations, and human resources.
b. contemporary, humanistic, and contingency.
c. classical, human relations, and entrepreneurial.
*d. classical, human relations, and human resources.

4. The classical school supports structured management approaches and fiscal incentives for employees.

*a. True
b. False

5. Administrative management focuses on

a. encouraging employee participation in decisions.
*b. the management functions and principles.
c. the relationship between employees and machinery.
d. encouraging managers to behave and recognize employees as social men.

6. Fayol identified management principles including which of the following?

a. Division of work, recruitment, and planning

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b. Centralization, equity, and coordinating
*c. Discipline, equity, and personnel stability
d. Esprit de corps, recruitment, and coordinating

7. Ensuring that all materials and personnel are at the designated location at the time they are needed relates to which of the following management principles?

a. Centralization
*b. Order
c. Scalar chain
d. Equity

8. Scientific management focuses on which of the following?

a. Rational structure of large organizations, rules, and clearly defined authority
b. The management functions and principles
*c. The relationship between employees and machinery
d. Encouraging managers to behave and recognize employees as social men

9. Frederick Winslow Taylor’s studies and publications included which of the following concepts?

a. Redesigning jobs to reduce unnecessary motions
b. Support for the premise that management and workers should cooperate
c. Encouraging the use of incentives
*d. All of the above

10. This theorist is known for stating that employees are not supposed to think.

a. Lillian Gilbreth
*b. Frederick Taylor
c. Henry Gantt
d. Henry Fayol

11. Known for time and motion studies, which theorist(s) attempted to reduce waste in processes and created symbols for 17 hand motions?

a. Henry Fayol
b. Henry Gantt
*c. Frank and Lillian Gilbreth
d. Tom Peters

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12. This theorist is best known for creating a scheduling approach that allowed management to view overlapping tasks.

*a. Henry Gantt
b. Frank and Lillian Gilbreth
c. Peter Drucker
d. Frederick Taylor

13. Bureaucratic management theory focuses on which of the following?

*a. Rational structure of large organizations, rules, and clearly defined authority
b. The management functions and principles
c. The relationship between employees and machinery
d. Encouraging managers to behave and recognize employees as social men.

14. Employees are considered creative and competent according to which of the following?

a. The classical school
b. The bureaucratic theory
c. The scientific management theory
*d. The human resources school

15. The management approach that inspires productivity and loyalty to the organization through group consensus and assurances of long-term employment is

a. Theory X.
*b. Theory Z.
c. Theory Y.
d. None of the above

16. The Law of the Situation

a. is related to the contingency theory.
b. suggests that managers may need to use different approaches dependent on the situation.
c. suggests that there is no one best method.
*d. All of the above

17. The systems theory depicts the organization as a collection of systems that interact with each other and the external environment to create goods and services requested by the external environment.

*a. True
b. False

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18. Both the catastrophe and chaos theories have a basis

a. in political science.
*b. in science and mathematics.
c. in organizational development.
d. in human relations.

19. Management as a discipline theory offers which of the following tenets?

a. Span of control, unity of command, and specialization
b. Authority and promotions based on competence
*c. Strategic planning, simplification, and management by objective
d. Process redesign and time and motion studies

20. This management theory suggests that the world is unorganized and, as such, events are unpredictable, requiring managers to be flexible and recognize that not everything can be controlled.

a. Contingency theory
b. Bureaucratic theory
c. Human relations theory
*d. Chaos theory

22. Supportive teamwork and considering the organization as a whole rather than in parts are tenets of Peter Senge's learning organization theory.

*a. True
b. False

23. Which of the following is not a trait of organizational development?

*a. Written rules and procedures
b. Empowerment
c. Enhancing quality of decisions
d. Customer satisfaction

24. Though management should be aware of the entrepreneurial theory, it is not a reflection on management or the organization if individuals leave the organization due to restricted and complex policies and procedures.

a. True
*b. False

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