

***Organizational Behavior and Theory in
Healthcare Leadership Perspectives and
Management Applications 1st edition Walston
Test Bank***

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1. ch12-001

Performance management occurs almost exclusively at the department level of a firm.

a. True

*b. False

2. ch12-002

Performance management systems vary, and no one type of system is best suited for every organization.

*a. True

b. False

4. ch12-004

Balanced scorecards were invented to help manage multiple, concurrent projects.

a. True

*b. False

5. ch12-005

Research has shown that most workers believe that individual performance management systems help improve their performance.

a. True

*b. False

6. ch12-006

Individual performance management systems often become ineffective when they focus both on allocating rewards and identifying developmental needs.

*a. True

b. False

7. ch12-007

Advocates of forced distribution claim that it helps resolve rater inflation and helps to differentiate and accurately reward performance.

- *a. True
- b. False

8. ch12-008

Most firms now use 360-degree feedback appraisal systems for all employees.

- a. True
- *b. False

9. ch12-009

360-degree feedback is best used for development and not as a rating tool.

- *a. True
- b. False

10. ch12-010

Some healthcare accreditation agencies require competency-based appraisals.

- *a. True
- b. False

11. ch12-011

Performance management is a process of establishing performance standards and evaluating performance to ensure that goals are being effectively accomplished.

- *a. True
- b. False

12. ch12-012

Critical metrics used in performance management that are directly tied to strategic organizational goals are called *successful performance indicators*.

- a. True
- *b. False

13. ch12-013

A Gantt chart is a bar chart that shows the schedules of a single project or multiple projects.

- *a. True
- b. False

14. ch12-014

The balanced scorecard metrics should support an organization's mission and vision.

- *a. True
- b. False

15. ch12-015

Often, problems with individual performance management systems occur because of the dual goals that many companies pursue through performance appraisals. These goals are restricting rewards and identifying developmental needs.

- a. True
- *b. False

16. ch12-016

Numerical rating systems often encourage employees and managers to focus on performance outcomes and their resultant rewards.

- *a. True
- b. False

17. ch12-017

For maximum effectiveness, annual performance appraisals should be the singular feedback event to guide an employee's job performance.

- a. True
- *b. False

18. ch12-018

Competency models appraise individuals based on the skills,

knowledge, and characteristics that are important for attaining positive job outcomes.

- *a. True
- b. False

19. ch12-019

Performance management can be used to support which of the following?

- a. Pay and promotion decisions
- b. Employee development
- c. Profitability
- d. Reductions in staff
- *e. All of the above
- f. Choices A and B

20. ch12-020

KPIs should be

- *a. set for every key objective.
- b. limited to only top corporate objectives.
- c. made to expire after a set time limit.
- d. created prior to strategic objectives.

21. ch12-021

Which of the following is not one of the traditional areas monitored in a balanced scorecard?

- a. Internal business processes
- b. Learning and growth
- *c. Quality improvement
- d. Financial measures

22. ch12-022

Individual performance management systems often fail because

- *a. they are considered threatening to both managers and employees.
- b. they are poorly developed tools.
- c. they have inadequate processes.
- d. of informal pressures.

23. ch12-023

What is another name for stacked ranking systems?

- a. Employee self-classification
- *b. Forced ranking
- c. Stepped ranking
- d. Competitive reward system

24. ch12-024

If numerical rating scales are used, they generally should be in what range?

- a. 1-3
- *b. 1-5
- c. 1-10
- d. 1-100

25. ch12-025

A 360-degree feedback appraisal system is often not used because

- *a. it is too time consuming.
- b. results are subject to opinions.
- c. employees do not accept the feedback.
- d. the rating system often breaks down.

26. ch12-026

Which of the following is an advantage of competency-based appraisal systems?

- a. They provide constant, clear criteria for evaluating employees.
- b. They help establish consistency and fairness.
- c. They set clear employee work expectations.
- d. They are based on the skills needed for positive job outcomes.
- *e. All of the above
- f. None of the above

1. ch02-001

A large majority of American workers feel disengaged from their work.

- *a. True
- b. False

2. ch02-002

Hierarchy of command is similar to chain of command.

- *a. True
- b. False

3. ch02-003

Max Weber's writings and principles became the foundation for public administration and civil service systems.

- *a. True
- b. False

4. ch02-004

The scalar principle is practiced in almost all United States firms.

- a. True
- *b. False

5. ch02-005

The proper use of a mission and vision can facilitate the coordinative principle.

- *a. True
- b. False

6. ch02-006

Abraham Maslow postulated that higher-level needs could be achieved without first addressing lower-level needs.

- a. True
- *b. False

7. ch02-007

Theory X and Y are based on the premise that managers perceive employees differently and that these perceptions affect how they treat employees.

- *a. True
- b. False

8. ch02-008

Most current management theories are based upon a closed systems approach.

- a. True
- *b. False

9. ch02-009

Officeholders being selected based on their technical qualifications reflects the characteristic of impersonality.

- *a. True
- b. False

10. ch02-010

The Hawthorne studies refocused management strategy from scientific management to include social and psychological aspects of human behavior.

- *a. True
- b. False

11. ch02-011

The scalar principle suggests that subordinates at each level should communicate only to their immediate supervisor or subordinate.

- *a. True
- b. False

12. ch02-012

The scalar principle suggests that staff members provide

advice and ideas, whereas line management's job is to get things done.

- a. True
- *b. False

13. ch02-013

The contingency approach suggested that there was no one best way to organize and manage; rather, management style should depend on environmental factors.

- *a. True
- b. False

14. ch02-014

A closed systems approach indicates that firms are highly influenced and affected by their environments.

- a. True
- *b. False

15. ch02-015

If organizations are "fit," they should be aligned or matched with their environments.

- *a. True
- b. False

16. ch02-016

Which of the following was *not* part of Weber's ideal bureaucracy?

- a. Hierarchy of command
- b. Advancement based on achievement
- c. Specialization of labor
- *d. Merit pay

17. ch02-017

Which of the following was one of the first management writers to propose that people be advanced based upon their achievements, skills, and performance?

- a. Maslow
- *b. Weber
- c. Fayol
- d. Gulick

18. ch02-018

Which of the following uses the functional principle?

- *a. Job descriptions
- b. Job enlargement
- c. The scalar principle
- d. The coordinative principle

19. ch02-019

The coordinative principle can be assisted by having an effective

- a. job description.
- b. scalar structure.
- *c. mission and vision.
- d. matrix structure.

20. ch02-020

Maslow's hierarchy of needs contains how many levels?

- a. 3
- b. 4
- *c. 5
- d. 7

21. ch02-021

Which is the highest level of need according to Maslow?

- a. Physical
- b. Social and belonging
- c. Esteem
- *d. Self-actualization

22. ch02-022

A Theory Y manager believes that employees

- a. avoid and dislike work.
- b. need restrictive controls.

- *c. should be involved in decision making.
- d. may be gullible and easy to manipulate.

23. ch02-023

Key factors affecting the contingency approach to management and structure include which of the following?

- a. Technology
- b. Suppliers
- c. Government
- d. Unions
- *e. All of the above
- f. None of the above