quantitative analysis increases, do you think it may decrease the "humanity of production" in organizations? Why?

3. Can you think of potential drawbacks to retailers using labor-waste elimination systems based on scientific management principles, as described in the text? Do you believe that scientific management characteristics will ever cease to be a part of organizational life, since they are now about 100 years old? Discuss.

4. A management professor once said that for successful management, studying the present was most important, studying the past was next, and studying the future should come last. Do you agree? Why?

5. As organizations become more technology-driven, which do you think will become more important—the management of the human element of the organization or the management of technology? Discuss.

6. Why do you think Mary Parker Follett's ideas tended to be popular with businesspeople of her day but were ignored by management scholars? Why are her ideas appreciated more today?

7. Explain the basic idea underlying the contingency view. How would you go about identifying key contingencies facing an organization?

8. Why can an event such as the Hawthorne studies be a major turning point in the history of management even if the results of the studies are later shown to be in error? Discuss.

9. How would you apply systems thinking to a problem such as poor performance in your current academic studies? What about a problem with a romantic partner or family member? For each situation, try to identify all the elements and their interdependencies.

10. Can a manager be effective and successful today without using social media? What do you see as the most important ways for managers to use this technology?

CH2 Apply Your Skills: Experiential Exercise

Security or Autonomy[84]

Respond to each statement here based on whether you Mostly Agree or Mostly Disagree with it.

	Mostly Disagree	Mostly Agree
1. I value stability in my job.		✓
2. Rules, policies, and procedures generally frustrate me.		✓
3. I enjoy working for a firm that promotes employees based heavily on seniority.	✓	
4. I'd prefer some kind of freelance job to working for the government.	✓	
5. I'd be proud to work for the largest and most successful company in its field.		✓
6. Given a choice, I'd rather make $90,000 a year as a VP in a small company than $100,000 a year as a middle manager in a large company.	✓	
7. I'd rather work directly for a single manager than on a team with shared responsibilities.	✓	
8. I generally prefer to multitask and be involved in multiple projects.		✓
9. Good employee benefits are important to me.		✓
10. Rules are made to be broken.	✓	

Scoring: Give yourself one point for each answer of Mostly Agree to the odd-numbered questions and one point for each Mostly Disagree to the even-numbered questions. **Interpretation:** Your answers determine whether your preferences would fit better with a bureaucratic organization. If your score is 8–10, a large, formal company would be most compatible with your style and wishes. A score of 4–7 suggests that you would receive modest satisfaction from working within a bureaucratic organization. A score of 1–3 suggests that you would likely be frustrated by working in a large bureaucracy and would prefer more of a bossless organization instead.

A large, bureaucratic organization provides security, benefits, and certainty compared to smaller or entrepreneurial firms, where freedom and autonomy are greater. Do you want to optimize security or autonomy in your career? Would you be more satisfied in a large, formal organization or in an organization that emphasizes a human resources or even bossless perspective? Compare your scores with other students' scores and discuss any differences.

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