

Questions 40-50

Although management principles have been implemented since ancient times, most management scholars trace the beginning of modern management thought back to the early 1900s, beginning with the pioneering work of Frederick Taylor (1856-1915)

Line Taylor was the first person to study work scientifically. He is most famous for introducing
(5) techniques of time and motion study, differential piece rate systems, and for systematically specializing the work of operating employees and managers. Along with other pioneers such as Frank and Lillian Gilbreth, Taylor set the stage, labeling his philosophy and methods “scientific management”. At that time, his philosophy, which was concerned with
(10) productivity, but which was often misinterpreted as promoting worker interests at the expense of management, was in marked contrast to the prevailing industrial norms of worker exploitation.

The time and motion study concepts were popularized by Frank and Lillian Gilbreth. The Gilbreths had 12 children. By analyzing his children’s dishwashing and bedmaking chores, this pioneer efficiency expert, Frank Gilbreth, hit on principles whereby workers
(15) could eliminate waste motion. He was memorialized by two of his children in their 1949 book called “Cheaper by the Dozen”.

The Gilbreth methods included using stop watches to time worker movements and special tools (cameras and special clocks) to monitor and study worker performance, and also involved identification of “therbligs” (Gilbreth spelled backwards) – basic motions
(20) used in production jobs. Many of these motions and accompanying times have been used to determine how long it should take a skilled worker to perform a given job. In this way an industrial engineer can get a handle on the approximate time it should take to produce a product or provide a service. However, use of work analysis in this way is unlikely to lead to useful results unless all five work dimensions are considered: physical, psychological, social, cultural, and power.

40. What is the passage primarily about?

- (A) The limitations of pioneering studies in understanding human behavior
- (B) How time and motion studies were first developed
- (C) The first applications of a scientific approach to understanding human behavior
- (D) The beginnings of modern management theory

41. The word “ which” in line 9 refers to

- (A) scientific management
- (B) philosophy
- (C) productivity
- (D) time and motion study

42. It can be inferred from the first paragraph that

- (A) workers welcomed the application of scientific management
- (B) Taylor’s philosophy is different from the industrial norms
- (C) by the early 1900s science had reached a stage where it could be applied to the workplace
- (D) workers were no longer exploited after the introduction of scientific management.

43. The word “prevailing” in line 10 is closest in meaning to

- (A) predominant
- (B) broadly accepted
- (C) prevalent
- (D) common

44. According to the passage, Frank Gilbreth discovered how workers could eliminate waste motion by

- (A) using special tools such as cameras and clocks
- (B) using stop watches
- (C) applying scientific management principles
- (D) watching his children do their chores

45. The basic motions used in production jobs were given which one of following names by Frank Gilbreth?

- (A) dimensions
- (B) gilbreths
- (C) therbligs
- (D) monitors

- 46.** According to the passage, the time it takes a skilled worker to perform the motion of a given job can be measured by using:
- (A) stop watches (B) all five work dimensions
(C) special tools (D) therbligs
- 47.** The word "motions" in line 20 is closest in meaning to
- (A) stop watches (B) habits (C) actions (D) special tools
- 48.** Where in the passage does the author comment that the principles of scientific management were often misunderstood?
- (A) Lines 1-5 (B) Lines 6-10 (C) Lines 11-15 (D) Lines 16-20
- 49.** The word "dimensions" in line 24 is closest in meaning to
- (A) sizes (B) extents (C) aspects (D) standards
- 50.** All of the following are true except
- (A) scientific management was concerned with productivity.
(B) the beginnings of modern management thought commenced in the 19th century.
(C) Frank Gilbreth's fame was enhanced by two of his children writing a book.
(D) analyzing work to increase productivity is not likely to be useful unless all of the dimensions are considered.

PRACTICE TEST 63

Question 1-10

Mountaineers have noted that as they climb, for example, up to the 12,633-foot Humphreys Peak in the San Francisco Peaks in Arizona, plant life changes radically. Starting among the cacti of the Sonoran Desert, one climbs into a pine forest at 7,000 feet and a treeless alpine tundra at the summit. It may seem that plants at a given altitude are associated in what can be called “communities” – groupings of interacting species. The idea is that over time, plants that require particular climate and soil conditions come to live in the same places, and hence are frequently to be found together. Scientists who study the history of plant life are known as paleobotanists, or paleobots for short. They build up a picture of how groups of plants have responded to climate changes and how ecosystems develop. But are these associations, which are real in the present, permanent?

A great natural experiment took place on this planet between 25,000 and 10,000 years ago, when small changes in the earth’s orbit and axis of rotation caused great sheets of ice to spread from the poles. These glaciers covered much of North America and Europe to depths of up to two miles, and then, as the climate warmed, they retreated. During this retreat, they left behind newly uncovered land for living things to colonize, and as those living things moved in they laid down a record we can read now. As the ice retreated and plants started to grow near a lake, they would release pollen. Some would fall into the lake, sink to the bottom, and be incorporated into the sediment. By drilling into the lake bottom it is possible to read the record of successive plant life around the lake. The fossil record seems clear; there is little or no evidence that entire groups of plants moved north together. Things that lived together in the past don’t live together now, and things that live together now didn’t live together in the past. Each individual organism moved at its own pace. The fossil record seems to be telling us that we should be thinking about preserving species by giving them room to maneuver – to respond to environmental changes.

1. What is the passage mainly about?
 - (A) The effects of the ice age on plants
 - (B) Plant migration after the ice age
 - (C) The need to develop a new approach to environmental issues
 - (D) Communities of plants live at different altitudes
2. The word “radically” in line 2 is closest in meaning to

(A) variably	(B) demonstrably	(C) quickly	(D) dramatically
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3. The author mentions “cacti” in line 3 and a “treeless alpine tundra” in line 4 to illustrate

(A) changes in climate	(B) the effects of the ice age
(C) communities of plants	(D) plant migration
4. The word “which” in line 10 refers to
 - (A) the responses of plants to climate changes
 - (B) the current theories of ecosystems
 - (C) the developments of ecosystems
 - (D) plant life changes
5. The word “axis” in line 12 is closest in meaning to

(A) center	(B) method	(C) change	(D) slowdown
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6. The word “successive” in line 19 is closest in meaning to

(A) extinct	(B) consecutive	(C) accumulative	(D) following
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7. The passage states that by drilling into the lake bottom it is possible to find successive fossils of

(A) sediment	(B) ice	(C) plant life	(D) pollen
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8. Which of the following can be inferred from the passage
- (A) that the migratory patterns of plants are dependent upon changes in climate
 - (B) that modern conservation methods should consider the migratory patterns of plants
 - (C) that current associations of plants are similar to those in the past
 - (D) that another ice age is likely to occur at some time
9. According to the passage, the movement of individual species of plants
- (A) occurs in groups
 - (B) often depends upon the formation of lakes
 - (C) does not occur in groups
 - (D) depends upon climate and soil conditions
10. All of the following are true except
- (A) The ice age occurred when small changes affected the movement of the earth
 - (B) Fossil records seem to indicate that plants will be preserved if they have sufficient room to move
 - (C) Fossil records clearly show that entire groups of plants are unlikely to have moved together
 - (D) In the ice age glaciers covered the world to depths of up to two miles