

## Chapter 1 Modern Supervision: Concepts and Skills

### Multiple Choice Questions

[QUESTION]

1. A manager at the first level of management is known as a(n):

- A. top executive.
- B. middle manager.
- C. assembly-line worker.
- D. supervisor.

Answer: D

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Difficulty: Easy

[QUESTION]

2. Which act states that a supervisor is “any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment”?

- A. The Wagner Act
- B. The Taft-Hartley Act
- C. The Norris–La Guardia Act
- D. The Fair Labor Standards Act

Answer: B

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Difficulty: Medium

[QUESTION]

3. Generally, supervisors focus on:

- A. day-to-day problems and goals to be achieved in one year or less.
- B. trying to get the entire organization to meet its goals.
- C. long-range goals extending over several years.
- D. themselves only and are not concerned with organizational goals.

Answer: A

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Difficulty: Medium

[QUESTION]

4. Because supervisors deal directly with employees and have knowledge about an organization’s customers, they emphasize a (n):

- A. task orientation.
- B. technique orientation.
- C. people orientation.
- D. outcome orientation.

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Answer: C

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Difficulty: Easy

[QUESTION]

5. According to Abraham Maslow's hierarchical pattern of needs, the most basic needs of any human being are:

- A. safety needs.
- B. physiological needs.
- C. needs related to love and belonging.
- D. esteem needs.

Answer: B

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Difficulty: Medium

[QUESTION]

6. Which of the following includes an attitude of acceptance, a lack of racial biases, and creativity?

- A. Self-actualization
- B. Physiological needs
- C. Needs related to love and belonging
- D. Esteem needs

Answer: B

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Difficulty: Medium

[QUESTION]

7. The ability to see the relationship of the parts to the whole and to one another is known as:

- A. technical skills.
- B. human relations skills.
- C. conceptual skills.
- D. process skills.

Answer: C

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Difficulty: Medium

[QUESTION]

8. Bundy has worked at the local shoe store for years. His ability to sell the most women's shoes month after month is an example of:

- A. ambitious skills.
- B. conceptual skills.
- C. motivational skills.
- D. technical skills.

Answer: D

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Difficulty: Medium

[QUESTION]

9. For a supervisor, conceptual skills would include:

- A. recognizing how the work of various employees affects the performance of the department as a whole.
- B. the specialized knowledge and expertise used to carry out particular techniques or procedures.
- C. the ability to communicate with, motivate, and understand people.
- D. the ability to analyze information and reach good decisions.

Answer: A

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Difficulty: Medium

[QUESTION]

10. Efforts to carry out critical management-related duties, such as planning, setting objectives for employees, and monitoring performance are:

- A. team-related activities.
- B. change-related activities.
- C. people-related activities.
- D. task-related activities.

Answer: D

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Difficulty: Medium

[QUESTION]

11. People-related activities include all of the following except:

- A. setting objectives for employees.
- B. recognizing contributions.
- C. developing employees' skills.
- D. providing support and encouragement.

Answer: A

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Difficulty: Medium

[QUESTION]

12. Change-related activities include all of the following efforts to modify components of the organization except:

- A. monitoring the environment to detect a need for change.
- B. empowering employees to solve problems.
- C. encouraging others to think creatively.
- D. proposing new tactics and strategies.

Answer: B

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Difficulty: Medium

[QUESTION]

13. When supervisors and other managers need to assign tasks, explain job responsibilities, task objectives, and performance expectations, they rely on which of the following set of managerial skills?

- A. Envisioning change
- B. Taking risks for change
- C. Clarifying roles
- D. Monitoring operations

Answer: C

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Difficulty: Medium

[QUESTION]

14. When supervisors and managers challenge people to question their assumptions about the work and consider better ways of doing it, they rely on which set of managerial skills?

- A. Encouraging innovative thinking
- B. External monitoring
- C. Empowering
- D. Developing

Answer: A

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Difficulty: Medium

[QUESTION]

15. One positive consequence of the changing diversity of the U.S. workforce for today's supervisors is:

- A. supervisors will be able to draw on a greater variety of talent and perspectives.
- B. supervisors will be challenged with this new issue of diversity.
- C. supervisors will be coaching more and more younger people, since this age group is growing faster than all others.
- D. supervisors will not have to consider increased complexities of more and more women and minorities in the workforce, since these groups are decreasing in number.

Answer: A

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Difficulty: Medium

[QUESTION]

16. One of the strategies of dealing with subtle discrimination is to:

- A. ignore it and hope it goes away.
- B. pay attention to negative stereotypes and question them.
- C. segregate the employees, by having all employees with similar values work together.

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D. try not to show respect to others.

Answer: B

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Difficulty: Medium

[QUESTION]

17. Deciding on the department's goals and how to meet them is known as the management function of:

- A. planning.
- B. leading.
- C. organizing.
- D. controlling.

Answer: A

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Difficulty: Easy

[QUESTION]

18. Anne, the supervisor had to prepare a budget for her department, showing all future expenditures. The process of preparing departmental budgets is an example of which type of management function?

- A. Planning
- B. Leading
- C. Organizing
- D. Controlling

Answer: A

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Difficulty: Medium

[QUESTION]

19. Rhonda is the supervisor of the parts department at a car dealership. Among her responsibilities are: scheduling who is supposed to work; when her subordinates are to work; who should do the ordering; and who should help her with counting the inventory. These responsibilities are examples of what type of management function?

- A. Leading
- B. Controlling
- C. Organizing
- D. Planning

Answer: C

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Difficulty: Medium

[QUESTION]

20. The activities involved in identifying, hiring, and developing the necessary number and quality of employees are known as the management function of:

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- A. organizing.
- B. staffing.
- C. communicating.
- D. leading.

Answer: B

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Difficulty: Easy

[QUESTION]

21. Influencing employees to act or not to act in certain ways is part of the management function called:

- A. leading.
- B. planning.
- C. organizing.
- D. controlling.

Answer: A

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Difficulty: Easy

[QUESTION]

22. Organizing draws heavily on the supervisor's:

- A. conceptual skills.
- B. good human relations skills.
- C. technical skills.
- D. decision-making skills.

Answer: A

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Difficulty: Medium

[QUESTION]

23. Monitoring performance and making needed corrections is the management function of:

- A. leading.
- B. planning.
- C. staffing.
- D. controlling.

Answer: D

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Difficulty: Easy

[QUESTION]

24. Evan was a supervisor in the accounting department. He noticed that his supplies expenditures were much greater than his budget allowed for the month of July. He researched the overrun and remembered that he had approved a large purchase of supplies to take advantage of a volume discount. Evan was performing which management function?

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- A. Planning
- B. Organizing
- C. Controlling
- D. Staffing

Answer: C

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Difficulty: Hard

[QUESTION]

25. Higher-level managers usually spend most of their time on these two management functions:

- A. leading and controlling.
- B. planning and organizing.
- C. leading and organizing.
- D. organizing and controlling.

Answer: B

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Difficulty: Medium

[QUESTION]

26. Supervisors' responsibilities toward employees EXCLUDE

- A. giving employees clear instructions.
- B. looking for problems and trying to correct them before employees' performances deteriorate further.
- C. speaking up for employees' interests to top management.
- D. being inaccessible to subordinates.

Answer: D

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Difficulty: Easy

[QUESTION]

27. The practice of imposing penalties for failing to adequately carry out responsibilities and giving rewards for meeting responsibilities is referred to as:

- A. planning.
- B. accountability.
- C. subtle discrimination.
- D. reliability.

Answer: B

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Difficulty: Medium

[QUESTION]

28. Most supervisors started out working in the department they now supervise because of their superior \_\_\_\_\_, which are very important to first-level managers.

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- A. conceptual skills
- B. intellectual abilities
- C. human relations skills
- D. technical skills

Answer: D

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Difficulty: Medium

[QUESTION]

29. Congratulations, you have been promoted to a supervisory position, for the first time ever. You will start the new position in six months. You go to your local community college and enroll in a supervision class. You are

- A. trying to make an effort to learn as much as possible about the company, the department, and the job.
- B. reducing any anxiety and trying to prepare for the job.
- C. trying to get as much information about your future employees as possible.
- D. just doing it for personal growth and have no intention of applying what you learn in the class to your new job.

Answer: B

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Difficulty: Medium

[QUESTION]

30. A new supervisor's most reliable source of getting to know his/her new employees is probably the:

- A. boss.
- B. performance appraisals of the new employees.
- C. personnel department.
- D. employees themselves.

Answer: D

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Difficulty: Medium

[QUESTION]

31. Pam was promoted to supervise the biology lab at State University. Dave, who had the most seniority, felt he should have been given the promotion and he made sure Pam knew how he felt. Pam would leave Dave in charge of the lab during her lunch hours and whenever she had to be out of the lab, because he was an excellent and reliable worker. She also trained Dave to perform some of her supervisory duties. In two months, Dave became the evening biology lab supervisor. The approach Pam used was:

- A. to help the employee meet or exceed his goals.
- B. useless, since Dave would have been promoted anyway.
- C. a good delegative example, where Pam was able to make her job easier, since she was not responsible for what Dave did.



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D. was not beneficial to the university, since the lab lost an excellent worker during the daytime.

Answer: A

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Difficulty: Medium

[QUESTION]

32. All of the following are suggestions for making the transition smooth for a new supervisor EXCEPT:

A. setting limits on the supervisor's behavior.

B. being a rescuer.

C. figuring out how to measure success.

D. communicating with everyone.

Answer: B

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Difficulty: Hard

[QUESTION]

33. This characteristic of successful supervisors that involves not only making contact with employees every day but also listening to what they have to say is known as:

A. being fair.

B. being a good communicator.

C. being an interesting person.

D. being positive.

Answer: B

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Difficulty: Easy

[QUESTION]

34. Assigning work to employees refers to which characteristic of a successful supervisor?

A. Ability to delegate

B. Ability to be fair

C. Ability to be loyal

D. Ability to be a good leader

Answer: A

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Difficulty: Easy

[QUESTION]

35. Henry was an engineer for an aerospace company. He had excellent technical skills, and he thoroughly enjoyed his job. Due to his superior technical ability, he was offered a promotion to supervisor. He refused the promotion, because a successful supervisor must:

A. play office politics.

B. be able to delegate.

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C. be a good communicator.

D. want the job.

Answer: D

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Difficulty: Medium

### True/False Questions

[QUESTION]

36. Employees reporting to the supervisor are not managers.

Answer: True

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Difficulty: Easy

[QUESTION]

37. For the top executives of an organization, managing is mainly about making sure that the employees in a particular department are performing their jobs.

Answer: False

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Difficulty: Easy

[QUESTION]

38. Applying scientific knowledge to the study of production is not feasible to maximize efficiency.

Answer: False

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Difficulty: Easy

[QUESTION]

39. The management function of planning involves setting goals for an organization, and developing an overall strategy for achieving the goals.

Answer: True

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Difficulty: Easy

[QUESTION]

40. Assigning tasks to specific members of the organization is an important aspect of control management.

Answer: False

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Difficulty: Medium

[QUESTION]

## **Chapter 1 Modern Supervision: Concepts and Skills**

41. Organizing primarily includes overseeing the various tasks that are being completed and ensuring that they are done in the expected manner.

Answer: False

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Difficulty: Medium

[QUESTION]

42. Based upon Maslow's findings, supervisors must help workers to satisfy their personal needs while being productive in organizations.

Answer: True

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Difficulty: Medium

[QUESTION]

43. Technical skills are the specialized knowledge and expertise used to carry out particular techniques or procedures.

Answer: True

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Difficulty: Medium

[QUESTION]

44. A person with strong conceptual skills has the ability to inspire employees, to defuse conflicts, and get along with co-workers.

Answer: False

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Difficulty: Medium

[QUESTION]

45. A mechanic's ability to bring an automobile engine back to life relies on decision-making skills.

Answer: False

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Difficulty: Easy

[QUESTION]

46. Supervisors rely more on technical skills than do higher-level managers because employees who have a problem doing their jobs go to the supervisor and expect help.

Answer: True

Page: 6-7

Difficulty: Easy

[QUESTION]

## **Chapter 1 Modern Supervision: Concepts and Skills**

47. Efforts to manage people, such as by providing support and encouragement, recognizing contributions, developing employees' skills, and empowering employees to solve problems are important task-related activities.

Answer: True

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Difficulty: Easy

[QUESTION]

48. Short-term planning includes checking on the progress and quality of the work, and evaluating individual and unit performance.

Answer: False

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Difficulty: Medium

[QUESTION]

49. Recognizing skills of successful managers includes providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills.

Answer: False

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Difficulty: Medium

[QUESTION]

50. Supervisors who continually develop their skills in each area are the ones most likely to stick to their roles in the organization.

Answer: False

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Difficulty: Easy

[QUESTION]

51. Subtle discrimination puts women and minorities at a disadvantage.

Answer: True

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Difficulty: Easy

[QUESTION]

52. To reduce discrimination, supervisors can provide equal advice and coaching to diverse groups of employees, helping them get along in the organization.

Answer: True

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Difficulty: Easy

[QUESTION]

## **Chapter 1 Modern Supervision: Concepts and Skills**

53. Although settings and degrees of responsibility may differ, supervisors and other managers carry out the same types of functions.

Answer: True

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Difficulty: Easy

[QUESTION]

54. The five functions of management are: (1) planning, (2) organizing, (3) staffing, (4) leading, and (5) controlling.

Answer: True

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Difficulty: Easy

[QUESTION]

55. The responsibility to determine departmental goals in sync with that of the organization lies with top managers.

Answer: False

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Difficulty: Medium

[QUESTION]

56. At the supervisory level, organizing usually involves scheduling projects or assigning duties to employees.

Answer: True

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Difficulty: Easy

[QUESTION]

57. A supervisor's performance is usually judged on the basis of the results that the employee has achieved as an individual.

Answer: False

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Difficulty: Medium

[QUESTION]

58. Joe, the supervisor was interviewing two applicants to fill a job vacancy in his department. Joe is performing the leading management function in this example.

Answer: False

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Difficulty: Medium

[QUESTION]

59. All of the management functions are done in order.

Answer: True

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Difficulty: Medium

[QUESTION]

60. The process of organizing comes before planning and after staffing.

Answer: False

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Difficulty: Medium

[QUESTION]

61. As a supervisor, you must give higher-level managers timely and accurate information for planning, though this is not part of your responsibility to top management.

Answer: False

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Difficulty: Easy

[QUESTION]

62. Supervisors' responsibilities include building employee morale and carrying employee concerns to the relevant managers.

Answer: True

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Difficulty: Easy

[QUESTION]

63. Cooperating with co-workers in other departments is one of the responsibilities a supervisor has.

Answer: True

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Difficulty: Easy

[QUESTION]

64. Since most supervisors started out working in the department they now supervise, figuring out how to make as many changes as possible is one of their most challenging tasks.

Answer: False

Page: 14

Difficulty: Medium

[QUESTION]

65. A company can hire a recent college graduate as a supervisor, if that person demonstrates leadership potential or a specialized skill that will help in the position.

Answer: True

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Difficulty: Easy

## **Chapter 1 Modern Supervision: Concepts and Skills**

[QUESTION]

66. The most important issue facing a new supervisor is that one or more employees who may have been candidates for the new position may now be jealous of the new supervisor.

Answer: True

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Difficulty: Easy

[QUESTION]

67. A new supervisor should make changes quickly and without consulting with any of the employees.

Answer: False

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Difficulty: Easy

[QUESTION]

68. Managers and co-workers prefer working with someone with a positive attitude.

Answer: True

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Difficulty: Easy

[QUESTION]

69. As a supervisor, you give clear instructions, and listen to what your employees have to say. You definitely have the characteristic of being a good communicator.

Answer: True

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Difficulty: Easy

[QUESTION]

70. People who enjoy the challenge of making plans and inspiring others to achieve goals are more likely to be poor supervisors.

Answer: False

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Difficulty: Easy

### **Essay Questions**

[QUESTION]

71. Define a "supervisor" and give an example of one, making sure to show how your example matches your definition of a supervisor.

Answer: A supervisor is a manager at the first level of management, which means the employees reporting to the supervisor are not managers. Students can give all kinds of examples here.

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## **Chapter 1 Modern Supervision: Concepts and Skills**

Difficulty: Medium

[QUESTION]

72. List and define the four skills required of all managers at all levels. (Do not confuse these four skills with the five functions of management.)

Answer: Technical - specialized knowledge and expertise; human relations - working effectively with other people; conceptual – ability to see the parts to the whole; decision-making - the ability to analyze information and reach good decisions.

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Difficulty: Medium

[QUESTION]

73. Of the four skills required of all managers, which is the most important to supervisors and explain why.

Answer: Supervisors rely more on technical skills than do higher-level managers because employees who have a problem doing their jobs go to the supervisor and expect help. Also, top managers tend to rely more on decision-making skills simply because they tend to make more complex decisions.

Page: 6-7

Difficulty: Medium

[QUESTION]

74. Considering all the trends surrounding the diversity of the U.S. work force, what effects do these trends have on the supervisor? List two of them, and describe them.

Answer: (1) More female employees, (2) employees of a race other than white, (3) more experience, and (4) a greater variety of talent and perspectives.

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Difficulty: Medium

[QUESTION]

75. List or draw the five management functions and explain or show how the concept of "quality" relates to these functions.

Answer: Planning, organizing, staffing, leading, and controlling, or Figure 1.3 is acceptable. All of these activities should be directed toward enabling employees to deliver a high quality good or service.

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Difficulty: Medium

[QUESTION]

76. Explain why the five functions of management can be considered an "endless, circular process".

Answer: Because you start with planning, go through the other four steps and start again at the planning stage.

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## **Chapter 1 Modern Supervision: Concepts and Skills**

Difficulty: Medium

[QUESTION]

77. List the three work groups that supervisors have responsibilities toward and explain what these responsibilities are for each work group.

Answer: Managers - giving timely and accurate information for planning; employees - giving clear instructions and treating them fairly; co-workers - cooperating with them.

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Difficulty: Hard

[QUESTION]

78. What kind of a background do you think a supervisor should have to help him/her be successful?

Answer: Among the answers can be: good technical skills, good work habits, leadership qualities, seniority, and a college education.

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Difficulty: Medium

[QUESTION]

79. Think back to a supervisor that you thought was a poor supervisor. List some of his/her characteristics. List the characteristics of a good supervisor.

Answer: The list for the first part of the question may vary, but for the second part the answers can be: positive attitude, fair, loyal, good communicator, able to delegate, wanted the job.

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Difficulty: Medium

[QUESTION]

80. Do you think you would make a good supervisor and why or why not?

Answer: This is very subjective. But grading can be based on if their answer is honest, logical, and relates to the characteristics of a successful supervisor.

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Difficulty: Medium