***Supervision Today!, 8e* (Robbins)**

**Chapter 1 Supervision Fundamentals**

1) Titles of typical top management positions include the following EXCEPT \_\_\_\_\_\_\_\_.

A) district manager

B) president

C) superintendent of schools

D) chief executive officer

E) senior vice-president

Answer: E

Diff: 1 Page Ref: 5

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

2) The traditional organization pyramid may be divided into the following distinct levels EXCEPT \_\_\_\_\_\_\_\_.

A) operative employees

B) middle managers

C) supervisors

D) boards of directors

E) top managers

Answer: D

Diff: 1 Page Ref: 5

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

3) The Gallup Organization has found that \_\_\_\_\_\_\_\_ is the single most important variable in employee productivity and loyalty.

A) the quality of on-the-job training

B) the implementation of quality and productivity programs

C) the relationship between employees and their supervisors

D) the benefit package offered by the organization

E) the possibility of regular pay increases

Answer: C

Diff: 2 Page Ref: 10

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

4) In the twenty-first century the concept of managing in a \_\_\_\_\_\_\_\_ way has become critical to supervisors.

A) structured

B) sustainable

C) compromising

D) expedient

E) strategic

Answer: B

Diff: 2 Page Ref: 10

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

5) The importance of conceptual competence increases as managers move up in the organization because \_\_\_\_\_\_\_\_.

A) straightforward challenges are common

B) problems increase in complexity

C) tried and true solutions exist for most problems

D) upper-level managers share a common viewpoint

E) alliance building is essential

Answer: B

Diff: 2 Page Ref: 18

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

6) The objectives set by top management provide specific direction to supervisors regarding what they are expected to achieve.

Answer: FALSE

Diff: 2 Page Ref: 5

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

7) One top-level manager might be a senior vice-president whose tasks include developing the policies to achieve the organization's objectives.

Answer: TRUE

Diff: 1 Page Ref: 5

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

8) Middle managers work to achieve organizational objectives by setting and meeting specific goals.

Answer: TRUE

Diff: 1 Page Ref: 5

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

9) A supervisor's unique responsibility in the management function of an organization is overseeing the work of operative employees.

Answer: TRUE

Diff: 1 Page Ref: 5

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

10) Many first-level managers perform both managerial functions and operative tasks.

Answer: TRUE

Diff: 1 Page Ref: 5-6

LO: 1.1 Explain the difference among supervisors, middle managers, and top management

11) One way to think of supervisors is as \_\_\_\_\_\_\_\_.

A) first-level management

B) top-level management

C) mid-level management

D) operative-level management

E) executive-level management

Answer: A

Diff: 1 Page Ref: 5

LO: 1.2 Define supervisor

12) The Taft-Hartley Act states that a supervisor may hire, suspend, transfer, lay off, recall, promote, discharge, assign, reward, or discipline other employees while \_\_\_\_\_\_\_\_.

A) on duty

B) following orders from management

C) using independent judgment

D) on work premises

E) training new hires

Answer: C

Diff: 1 Page Ref: 6

LO: 1.2 Define supervisor

13) Even though supervisors may perform operative tasks they are still part of management. This was made clear by the passing of the \_\_\_\_\_\_\_\_.

A) 1935 Wagner Act

B) 1947 Taft-Hartley Act

C) 1932 Norris-LaGuardia Act

D) 1991 Civil Rights Act

E) 1959 Landrum-Griffin Act

Answer: B

Diff: 1 Page Ref: 6

LO: 1.2 Define supervisor

14) Supervisors increase \_\_\_\_\_\_\_\_ when they get the same output with fewer resources.

A) stress

B) profit

C) power

D) efficiency

E) quality

Answer: D

Diff: 1 Page Ref: 6

LO: 1.2 Define supervisor

15) A supervisor's management function is to focus on \_\_\_\_\_\_\_\_.

A) long-term strategy

B) vision and mission

C) strategic planning

D) structuring individual workloads

E) organizational structure

Answer: D

Diff: 1 Page Ref: 8

LO: 1.2 Define supervisor

16) The supervisor's job is unique in that it \_\_\_\_\_\_\_\_.

A) requires expertise in all aspects of employees' work

B) bridges the management ranks with the operating employees

C) often requires overtime work

D) is straightforward and unambiguous

E) is usually filled from an outside source

Answer: B

Diff: 2 Page Ref: 8

LO: 1.2 Define supervisor

17) In modern organizations the stature of supervisors has been elevated because \_\_\_\_\_\_\_\_.

A) there is increased diversity in the workforce

B) many middle management positions have been eliminated

C) international competition has increased

D) upper management expects better performance

E) they are provided with advanced training

Answer: B

Diff: 2 Page Ref: 9-10

LO: 1.2 Define supervisor

18) When supervisors are required to engage in the same work that operatives do, they temporarily lose their management status.

Answer: FALSE

Diff: 2 Page Ref: 6

LO: 1.2 Define supervisor

19) A supervisor who disagrees with the wishes of upper management has the authority to perform work as he or she sees most effective.

Answer: FALSE

Diff: 1 Page Ref: 19

LO: 1.2 Define supervisor

20) The \_\_\_\_\_\_\_\_ management function includes establishing an overall strategy for achieving goals.

A) planning

B) controlling

C) coordinating

D) organizing

E) directing

Answer: A

Diff: 1 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

21) Directing and coordinating the activities of employees is the management function \_\_\_\_\_\_\_\_.

A) planning

B) monitoring

C) scheduling

D) leading

E) directing

Answer: D

Diff: 2 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

22) A manager engaged in planning would be \_\_\_\_\_\_\_\_.

A) maintaining daily activity charts

B) assigning individual tasks

C) setting goals

D) observing performance

E) preparing inventory reports

Answer: C

Diff: 2 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

23) The organizing function of management is concerned with \_\_\_\_\_\_\_\_.

A) keeping employee time records

B) dividing work into manageable, achievable components

C) coaching teams

D) maintaining performance records

E) training new employees

Answer: B

Diff: 2 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

24) Managers perform the \_\_\_\_\_\_\_\_ function when they divide work into manageable components.

A) directing

B) planning

C) leading

D) coordinating

E) organizing

Answer: E

Diff: 1 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

25) In order to keep an organization on track to achieve its goals, managers use which function?

A) directing

B) coordinating

C) leading

D) planning

E) controlling

Answer: E

Diff: 1 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

26) The management function which involves monitoring activities to ensure that targets are being met is called \_\_\_\_\_\_\_\_.

A) leading

B) planning

C) directing

D) organizing

E) controlling

Answer: E

Diff: 1 Page Ref: 7

LO: 1.3 Identify the four functions in the management process

27) A supervisor must interact and reconcile \_\_\_\_\_\_\_\_.

A) disagreements between two teams

B) disputes with suppliers

C) competing expectations between higher management and workers

D) disagreements with other supervisors

E) unrealistic expectations of team members

Answer: C

Diff: 2 Page Ref: 8

LO: 1.4 Explain why the supervisor's role is considered ambiguous

28) Supervisors serve as the critical \_\_\_\_\_\_\_\_ link in the organization's chain of authority.

A) decision-making

B) disciplinary

C) problem-solving

D) communication

E) conflict-resolution

Answer: D

Diff: 2 Page Ref: 8

LO: 1.4 Explain why the supervisor's role is considered ambiguous

29) If unresolved, competing expectations between upper management and operatives can cause supervisors \_\_\_\_\_\_\_\_.

A) to resign

B) to feel frustration and stress

C) to become authoritarian

D) to withhold information

E) to abdicate authority

Answer: B

Diff: 1 Page Ref: 8

LO: 1.4 Explain why the supervisor's role is considered ambiguous

30) When supervisors perform operating tasks alongside the same people they supervise some people, particularly upper management, see them as \_\_\_\_\_\_\_\_.

A) unnecessary

B) obsolete

C) just another worker

D) ineffective

E) conflicted

Answer: C

Diff: 1 Page Ref: 8

LO: 1.4 Explain why the supervisor's role is considered ambiguous

31) Consistent with the belief that one of the most important abilities needed by supervisors is strong interpersonal skills, they may be considered to be \_\_\_\_\_\_\_\_.

A) behavioral specialists

B) excellent communicators

C) good at conflict resolution

D) good negotiators

E) strong delegators

Answer: A

Diff: 1 Page Ref: 8

LO: 1.4 Explain why the supervisor's role is considered ambiguous

32) If you were supervising a team, how might different viewpoints about your unique role in the organization give you a sense of ambiguity and internal conflict?

Answer: Key person, person in the middle, just another worker, behavioral specialist. Although each of these four role descriptions has some truth to it, each also offers a slanted view of the supervisor's job. Our point is that different people hold different perceptions of this job, which can create ambiguity and conflicts for today's supervisor.

Diff: 3 Page Ref: 8

LO: 1.4 Explain why the supervisor's role is considered ambiguous

33) The controlling function of management includes which of the following?

A) resolving conflicts

B) establishing strategy

C) coordinating activities

D) grouping tasks

E) monitoring performance

Answer: E

Diff: 2 Page Ref: 7

LO: 1.5 Describe the four essential supervisory competencies

34) The ability to analyze and diagnose complex situations requires \_\_\_\_\_\_\_\_.

A) technical competence

B) decision making competence

C) conceptual competence

D) persuasion competence

E) detection competence

Answer: C

Diff: 1 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

35) The higher one climbs in the organization's hierarchy, the more critical \_\_\_\_\_\_\_\_ competence becomes.

A) motivation

B) political

C) interpersonal

D) communication

E) technical

Answer: B

Diff: 2 Page Ref: 18

LO: 1.5 Describe the four essential supervisory competencies

36) Interpersonal competence for a first-line manager would include the ability to \_\_\_\_\_\_\_\_.

A) show sympathy

B) provide emotional support

C) share personal concerns

D) socialize after work

E) show tolerance and celebrate differences

Answer: E

Diff: 1 Page Ref: 20

LO: 1.5 Describe the four essential supervisory competencies

37) Of the essential managerial competencies, which is most relevant and which is least meaningful for a supervisor? Explain your reasoning.

Answer: Most important — technical skills because many supervisors perform technical work as well as managerial work and least (although still important), political skills as these become more important as the supervisor moves up the management ladder.

Diff: 3 Page Ref: 18-19

LO: 1.5 Describe the four essential supervisory competencies

38) Imagine that you aspire to be a supervisor. In what skills must you become competent and why are those skills essential to being an effective supervisor?

Answer: Technical skills — the ability to apply specialized knowledge or expertise; interpersonal skills to communicate, motivate, negotiate, delegate, and resolve conflicts, conceptual skills to develop broad perspective and contribute to creative problem solving, political skills to have positive influence. Skills related to planning and control; organizing, staffing, and employee development; stimulating individual and group performance; and coping with workplace dynamics.

Diff: 3 Page Ref: 20

LO: 1.5 Describe the four essential supervisory competencies

39) Organizations are implementing significant change and quality programs to cut costs and increase productivity. Consequently \_\_\_\_\_\_\_\_.

A) supervisors must maintain careful records of current processes

B) the supervisor's job will continue to become increasingly important and complex

C) supervisors will have increasing opportunities for advancement

D) supervisors will have difficulty keeping abreast of changes

E) the supervisor's positive attitude will impress middle and upper management

Answer: B

Diff: 2 Page Ref: 9

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

40) In their coaching role, supervisors are expected to \_\_\_\_\_\_\_\_.

A) oversee the work done by employees

B) require compliance with procedures

C) administer discipline

D) develop employees' skills and knowledge

E) act as the ultimate authority

Answer: D

Diff: 1 Page Ref: 11

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

41) Supervisors need to know what their employees are doing and \_\_\_\_\_\_\_\_.

A) be an authority figure

B) be skilled in all tasks

C) be a guide and trainer

D) be tolerant of mistakes

E) be present at all times

Answer: C

Diff: 1 Page Ref: 11

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

42) Knowledge about a subject is important, but just as important is whether supervisors can \_\_\_\_\_\_\_\_.

A) share their knowledge with middle management

B) convince team members they are right

C) apply their knowledge

D) appear unpretentious

E) continually seek new knowledge

Answer: C

Diff: 2 Page Ref: 17-18

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

43) Effective supervisors develop trust and build credibility with employees, peers, and bosses when they \_\_\_\_\_\_\_\_.

A) keep skills and competencies up to date

B) share personal experiences

C) ask others about their pastimes and interests

D) maintain detachment while working

E) spend time together outside of work

Answer: A

Diff: 2 Page Ref: 20

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

44) A supervisor's \_\_\_\_\_\_\_\_ is the authority to act and expect others to follow directions.

A) obligation

B) legitimate power

C) entitlement

D) prerogative

E) rightful privilege

Answer: B

Diff: 2 Page Ref: 20

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

45) In order to be effective in an organization, a supervisor needs to develop \_\_\_\_\_\_\_\_ skills to help influence others.

A) cross-functional

B) charismatic

C) political

D) recognition

E) interpersonal

Answer: E

Diff: 2 Page Ref: 20

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

46) Most supervisors find that new employees rarely require basic training in reading, writing, and mathematics.

Answer: FALSE

Diff: 1 Page Ref: 10

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

47) A skill is a single action that can be applied in a wide variety of situations.

Answer: FALSE

Diff: 1 Page Ref: 19

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

48) An effective supervisor enjoys the trust of, and builds credibility with, employees.

Answer: TRUE

Diff: 1 Page Ref: 20

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

49) Becoming a supervisor is often a major turning point in one's career. Describe the changes and challenges facing a new supervisor.

Answer: Sudden change from being one of the team to being the supervisor. Responsible not only for one's own work but also for the work of others. It's a time when authority is given to someone; and that authority can be used in a variety of ways. It's a time of added responsibility and accountability to the organization — when one becomes part of the management team. Meeting goals, making appropriate decisions, supervising employees, and being the communication vehicle for information that needs to get to employees.

Diff: 2 Page Ref: 11-12

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor

50) In addition to the skills a supervisor must possess, describe the other essential elements necessary for success.

Answer: Essential elements include the recognition that a supervisor, as part of management, supports the organization and wishes of middle and upper management; is one who gains respect of employees, continues education, understands legitimate power given to supervisor, and is sensitive to the needs of employees; one who celebrates differences, and is empathic.

Diff: 2 Page Ref: 19-20

LO: 1.6 Identify the elements that are necessary to be successful as a supervisor