

Supervision Today!, 9e (Robbins/DeCenzo/Wolter)
Chapter 1 Supervision Fundamentals

1) _____ is a systematic grouping of people brought together to accomplish some specific purpose.

- A) A work group
- B) An organization
- C) A corporation
- D) A special projects unit
- E) A team

Answer: B

Diff: 2 Page Ref: 4

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

AACSB: Application of knowledge

2) A group of people responsible for establishing an organization's overall objectives and developing the policies to achieve those objectives is known as _____.

- A) top management
- B) strategic managers
- C) chief operating officers
- D) boards of directors
- E) operatives

Answer: A

Diff: 1 Page Ref: 5

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

AACSB: Application of knowledge

3) All organizations share which of the following characteristics?

- A) Vision, mission, and values
- B) Purpose, structure, and role definition
- C) Purpose, people, and systematic structure defining roles
- D) People, mission, and values
- E) Legal structure, role definition, and goals

Answer: C

Diff: 2 Page Ref: 5

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

AACSB: Application of knowledge

4) Titles of typical top management positions include the following EXCEPT _____.

- A) district manager
- B) president
- C) comptroller
- D) chief executive officer
- E) senior vice-president

Answer: A

Diff: 1 Page Ref: 5

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

AACSB: Reflective thinking

5) Generally speaking, organizations can be divided into several distinct levels: _____.

- A) operative employees, senior managers, and top management
- B) front-line employees, supervisors, senior managers, and top management
- C) operative employees, middle managers, senior managers, board of directors
- D) front-line employees, operative employees, top management, board of directors
- E) operative employees, supervisors, middle managers, and top management.

Answer: E

Diff: 1 Page Ref: 5

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

AACSB: Application of knowledge

6) 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) using independent judgment
- C) following orders from management
- D) on work premises
- E) training new hires

Answer: B

Diff: 1 Page Ref: 6

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

AACSB: Application of knowledge

7) Generally speaking, organizations can be divided into four distinct levels. Briefly discuss each level and their general responsibilities.

Answer: Levels in the traditional organizational pyramid. *Operative employees*: Employees who physically produce an organization's goods and services by working on specific tasks.

Supervisors: As part of an organization's management team, supervisors oversee the work of operative employees and are the only managers who don't manage other managers. See also first-level managers. *Middle managers*: All employees below the top management level who manage other managers and are responsible for establishing and meeting specific departmental or unit goals set by top management. *Top management*: A group of people responsible for establishing an organization's overall objectives and developing the policies to achieve those objectives.

Diff: 2 Page Ref: 5

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

AACSB: Application of knowledge

8) The primary activities supervisors perform are _____.

- A) related to oversight of employees
- B) related to processes
- C) related to revenue generation
- D) related to strategic initiatives
- E) related to business analysis

Answer: B

Diff: 2 Page Ref: 6

LO: 1.2 Define supervisor

AACSB: Application of knowledge

9) Typically, which functional level focuses on strategic planning, such as determining in what overall business a company should be?

- A) Board of directors
- B) Operatives
- C) Strategic planning committee
- D) Supervisors
- E) Top management

Answer: E

Diff: 2 Page Ref: 8

LO: 1.2 Define supervisor

AACSB: Application of knowledge

10) The four generally recognized functions of management are _____.

- A) planning, organizing, reviewing, and controlling
- B) organizing, directing, leading, and review
- C) organizing, leading, reviewing, and controlling
- D) planning, organizing, leading, and controlling
- E) leading, reviewing, controlling, and constraining

Answer: D

Diff: 2 Page Ref: 7

LO: 1.2 Define supervisor

AACSB: Analytical thinking

11) The _____ encompasses defining an organization's goals, establishing an overall strategy for achieving those goals and developing a comprehensive hierarchy to integrate and coordinate activities.

- A) planning function
- B) organizing function
- C) integration function
- D) directing function
- E) controlling function

Answer: A

Diff: 2 Page Ref: 7

LO: 1.2 Define supervisor

AACSB: Analytical thinking

12) Which of the following describes the function that includes determining which tasks will be done, who will do them, how the tasks will be grouped, who will report to whom, and when decisions will be made?

- A) Integration function
- B) Directing function
- C) Operations function
- D) Organizing function
- E) Controlling function

Answer: D

Diff: 2 Page Ref: 7

LO: 1.2 Define supervisor

AACSB: Analytical thinking

13) Setting goals keeps the work to be done in its proper focus and helps organizational members _____.

- A) achieve financial goals and objectives
- B) keep their attention on what is most important
- C) successfully complete tasks
- D) keep their attention on production objectives
- E) achieve personal and career goals

Answer: B

Diff: 2 Page Ref: 7

LO: 1.2 Define supervisor

AACSB: Analytical thinking

14) Which of the following helps ensure things are going as they should and previously set goals are achieved?

- A) Leading function
- B) Directing function
- C) Planning function
- D) Organizing function
- E) Controlling function

Answer: D

Diff: 2 Page Ref: 7

LO: 1.2 Define supervisor

AACSB: Analytical thinking

15) The term management refers to _____ through and with other people.

- A) the process of getting results
- B) the overall process of performance improvement
- C) the oversight of processes and procedures
- D) quality and process improvement
- E) the process of getting things done, effectively and efficiently

Answer: E

Diff: 1 Page Ref: 6

LO: 1.2 Define supervisor

AACSB: Application of knowledge

16) Top management is concerned with structuring the overall organization, whereas supervisors focus on _____.

- A) structuring the jobs of individuals and workgroups
- B) primarily oversight of individuals
- C) hiring and firing
- D) oversight, hiring, and firing
- E) primarily structure and deployment of workgroups

Answer: A

Diff: 2 Page Ref: 8

LO: 1.2 Define supervisor

AACSB: Application of knowledge

17) The term "management" refers to the process of getting things done, effectively and efficiently, through and with other people. Discuss and explain each term in terms of supervision.

Answer: Efficiency means doing the task right and refers to the relationship between inputs and outputs. More output for a given input results in increased efficiency. Increased efficiency can occur with the same output but with fewer resources. Because supervisors deal with input resources that are scarce—money, people, and equipment—they are concerned with efficient use of these resources. Supervisors must be concerned with minimizing resource costs. The need for efficiency has a profound effect on the level of effectiveness. It's easier to be effective if supervisors ignore efficiency. For instance, companies could produce more sophisticated and higher-quality products if they disregard labor and material input costs—yet that would more than likely create serious financial problems. Being a good supervisor means being concerned with both attaining goals (effectiveness) and doing so as efficiently as possible.

Diff: 2 Page Ref: 6

LO: 1.2 Define supervisor

AACSB: Analytical thinking

18) The Gallup Organization found that _____ is the single most important variable in employee productivity and loyalty.

- A) the opportunity for training and education
- B) the combination of pay and pay increases
- C) the relationship between employees and their supervisors
- D) a benefit package
- E) workplace environment

Answer: C

Diff: 2 Page Ref: 10

LO: 1.3 Identify the four functions in the management process

AACSB: Reflective thinking

19) If you hear an executive describe the word "supervisor" in terms of today's environment, which of the following would he or she most likely NOT use?

- A) Trainer
- B) Mentor
- C) Coach
- D) Facilitator
- E) Boss

Answer: E

Diff: 1 Page Ref: 8

LO: 1.3 Identify the four functions in the management process

AACSB: Application of knowledge

20) The supervisor's job is unique in that it bridges the management ranks with the operating employees. Of the following, which does NOT reflect a supervisor's ambiguous role?

- A) Key person
- B) Authoritarian
- C) Person in the middle
- D) Just another person
- E) Behavioral specialist

Answer: B

Diff: 1 Page Ref: 8

LO: 1.3 Identify the four functions in the management process

AACSB: Application of knowledge

21) Organizations are implementing _____ to cut costs and increase productivity.

- A) significant new technology solutions
- B) significant changes in benefit programs
- C) significant changes to offshoring and manufacturing
- D) significant change and quality programs
- E) significant changes in hiring and contracting

Answer: D

Diff: 3 Page Ref: 9

LO: 1.3 Identify the four functions in the management process

AACSB: Application of knowledge

22) _____ is a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies.

- A) Sustainability
- B) Expediency
- C) Value creation
- D) Strategic management
- E) Management by objectives

Answer: A

Diff: 3 Page Ref: 10

LO: 1.3 Identify the four functions in the management process

AACSB: Analytical thinking

23) Of the following, which is NOT a consideration in running a business in a more sustainable way?

- A) Making informed business decisions based on thorough communication with various stakeholders
- B) Understanding stakeholder requirements
- C) Making sustainability decisions based only on financial outcomes
- D) Start factoring economic and environmental considerations into goals
- E) Start factoring social considerations into goals

Answer: C

Diff: 3 Page Ref: 10

LO: 1.3 Identify the four functions in the management process

AACSB: Analytical thinking

24) Organizations recognize the need to add products that will meet the challenges of a changing world. Contemporary corporate action affirms sustainability and green management have become mainstream issues for supervisors. Briefly describe sustainability and its importance in contemporary corporate environments.

Answer: From a business perspective, sustainability has been defined as a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies. Sustainability issues are now moving up the agenda of business leaders and the boards of thousands of companies. Executives now understand that running an organization in a more sustainable way means they have to make informed business decisions based on thorough communication with various stakeholders, understanding their requirements, and starting to factor economic, environmental, and social aspects into how they pursue their business goals.

Diff: 3 Page Ref: 10

LO: 1.3 Identify the four functions in the management process

AACSB: Analytical thinking

25) Being a supervisor can present challenges. Of the following, which is NOT one of those factors which is frequently mentioned being overwhelming?

- A) Meeting goals
- B) Supervising employees
- C) Hiring and firing
- D) Making appropriate decisions
- E) Being the communication vehicle for information

Answer: C

Diff: 2 Page Ref: 11

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

AACSB: Reflective thinking

26) Because _____, the importance of conceptual competence increases as managers move up in the organization.

- A) the challenges become much more common
- B) the types of problems managers encounter and decisions they make at higher levels
- C) no clear solutions exist for most problems
- D) there is an increased focus on innovation
- E) of global and domestic issues and problems

Answer: B

Diff: 2 Page Ref: 18

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

AACSB: Analytical thinking

27) Employers tend to promote operative employees to first-line management jobs for several reasons. Of the following, which is NOT one of those reasons?

- A) Operative employees know how the operations function.
- B) Operative employees understand how things are done in the organization.
- C) Operative employees typically know the employees they supervise.
- D) The organization knows a lot about the candidate.
- E) Operative employees make better strategists.

Answer: B

Diff: 3 Page Ref: 12

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

AACSB: Analytical thinking

28) Discuss sustainability and its importance to a supervisor.

Answer: The movement toward sustainability will affect supervisors at all levels and in daily activities and functions. The definition of sustainability includes a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies. Supervisors at all levels will make informed business decisions based on thorough communication with various stakeholders, understanding their requirements, and factor economic, environmental, and social aspects into how their companies pursue business goals.

Diff: 3 Page Ref: 10

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

AACSB: Analytical thinking

29) Professor Robert Katz and others found that successful supervisors must possess four critical competencies. Which of the following is NOT one of those critical competencies?

- A) Technical
- B) Conceptual
- C) Interpersonal
- D) Financial
- E) Political

Answer: D

Diff: 1 Page Ref: 14

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

30) Most supervisors manage within areas of specialized knowledge. Of the following, which would NOT be expected to possess technical competencies?

- A) Vice-president of human resources
- B) Supervisor of health claims
- C) Director of computer resources
- D) Regional sales manager
- E) Chief executive officer

Answer: E

Diff: 2 Page Ref: 15

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

31) The ability to work well with people, understand needs, communicate well, and motivate others describes which of the following competencies?

- A) Interpersonal skills
- B) Technical skills
- C) Conceptual skills
- D) Supervisory skills
- E) Political skills

Answer: A

Diff: 1 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

32) Strong _____ allow a supervisor to see that the organization is a complex system of many interrelated parts and that the organization itself is part of a larger system that includes the organization's industry, the community, and the nation's economy.

- A) interpersonal skills
- B) conceptual skills
- C) technical skills
- D) supervisory skills
- E) political skills

Answer: B

Diff: 1 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

33) On a practical level, _____ help managers make good decisions.

- A) interpersonal abilities
- B) political abilities
- C) conceptual abilities
- D) technical abilities
- E) supervisory abilities

Answer: C

Diff: 1 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

34) When a supervisor attempts to influence the advantages and disadvantages of a situation, this demonstrates what competency or skill?

- A) Political skills
- B) Interpersonal skills
- C) Management skills
- D) Conceptual abilities
- E) Motivational skills

Answer: A

Diff: 1 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

35) Although supervisors need to possess all the four competencies, the importance of each competency in any manager's job varies _____.

- A) with the individual's level of education
- B) with the individual's years in management
- C) with the individual's psychological profile
- D) with the individual's career ambitions
- E) with the individual's level in the organization

Answer: E

Diff: 3 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Analytical thinking

36) Technical abilities typically have the greatest relevance for _____.

- A) first-level managers
- B) top management
- C) boards of directors
- D) middle managers
- E) technology managers

Answer: A

Diff: 1 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

37) There is overwhelming evidence that _____ are critical at all levels of management.

- A) political abilities
- B) technical abilities
- C) interpersonal abilities
- D) supervisory abilities
- E) conceptual abilities

Answer: C

Diff: 2 Page Ref: 17

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

38) _____ competence becomes more critical the higher one climbs in the organization's hierarchy.

- A) Managerial
- B) Interpersonal
- C) Political
- D) Conceptual
- E) Technical

Answer: C

Diff: 2 Page Ref: 18

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

39) Professor Robert Katz and others have found that successful supervisors must possess four critical competencies: technical, interpersonal, conceptual, and political competencies. Define and briefly discuss each of these four critical competencies.

Answer: *Technical competence* includes the ability to apply specialized knowledge or expertise. The technical demands of top management jobs tend to be related to knowledge of the industry and a general understanding of the organization's processes and products. The ability to work well with people, understand their needs, communicate well, and motivate others—both individually and in groups—constitutes *interpersonal competence*. Many people are technically proficient but interpersonally incompetent. Supervisors must have good interpersonal skills to communicate, motivate, negotiate, delegate, and resolve conflicts. *Conceptual competence* is the mental ability to analyze and diagnose complex situations. Strong conceptual abilities allow a supervisor to see that the organization is a complex system of many interrelated parts and that the organization itself is part of a larger system that includes the organization's industry, the community, and the nation's economy. *Political competence* is the supervisors' ability to enhance their power, build a power base, and establish the "right" connections in the organization. Supervisors engage in politics when they attempt to influence the advantages and disadvantages of a situation.

Diff: 1 Page Ref: 15-18

LO: 1.5 Describe the four essential supervisory competencies

AACSB: Application of knowledge

40) A skill is the ability to demonstrate a system and sequence of behavior that is functionally related to _____.

- A) completing a task
- B) an organization's objectives
- C) cooperating with a team
- D) attaining a performance goal
- E) completing a technical implementation

Answer: D

Diff: 3 Page Ref: 19

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

AACSB: Analytical thinking

41) One of the keys to becoming an effective supervisor is _____.

- A) to build loyalty by hiring those you've worked with in the past
- B) to build trust and credibility with your employees
- C) to set stringent goals for your employees
- D) to micro-manage your employees to make sure things get done
- E) to only hire employees you can trust

Answer: B

Diff: 1 Page Ref: 19

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

AACSB: Reflective thinking

42) A supervisor needs to develop _____ skills to help influence others in order to be effective.

- A) interpersonal
- B) collaborative
- C) conceptual
- D) political
- E) motivational

Answer: A

Diff: 2 Page Ref: 17

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

AACSB: Reflective thinking

43) Keeping skills and knowledge up-to-date about a subject is important for you but also important because _____.

- A) it demonstrates to employees that continuing education is important
- B) it positions you for future career advancement
- C) it makes you appear "cutting edge" and knowledgeable
- D) gives you an edge other employees may not have
- E) makes you appear eager for challenges

Answer: A

Diff: 2 Page Ref: 17-18

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

AACSB: Reflective thinking

44) Being a successful and effective supervisor includes the ability to _____.

- A) be a friend to employees
- B) be a disciplinarian
- C) hire the right people for the right task
- D) socialize after work
- E) show tolerance and celebrate differences

Answer: E

Diff: 1 Page Ref: 20

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

AACSB: Reflective thinking

45) Why is it important for a supervisor to understand the legitimate power he or she has been given in an organization?

Answer: Because a supervisor directs the activities of others, it is important to understand what legitimate power the organization has extended. Legitimate power is the supervisor's authority to act and expect others to follow directions. The supervisor needs to know when to assert authority and how to get things done without resorting to being viewed as authoritarian. Supervisors need to develop interpersonal skills that help influence others, especially when dealing with organizational members who are not direct reports.

Supervisors need to remember that organizational members are different—not only in their talents but also as individuals. The successful supervisor should understand the need to be sensitive to employees' needs, tolerate and even celebrate differences, and be empathetic to them as individuals. Success partly begins with understanding the meaning of flexibility.

Diff: 2 Page Ref: 19-20

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

AACSB: Analytical thinking

46) Supervision is commonly needed in all organizations because of which of the following reasons?

- A) Employees need oversight.
- B) It results in the ability to meet financial objectives.
- C) Organizations flourish with the structure close supervision provides.
- D) People interact with organizations every single day.
- E) Employees cannot think for themselves.

Answer: D

Diff: 2 Page Ref: 20

LO: 1.7 Identify the value of studying supervision

AACSB: Application of knowledge

47) Because of the widespread need for supervisors to _____, we want to find ways to improve the way organizations are supervised.

- A) plan, organize, lead, and control
- B) primarily organize and control
- C) achieve goals and objectives
- D) create a financially successful organization
- E) primarily plan and lead

Answer: A

Diff: 3 Page Ref: 20

LO: 1.7 Identify the value of studying supervision

AACSB: Reflective thinking

48) Supervision is not done the same way everywhere; _____, not function.

- A) it is mostly a matter of degree and emphasis
- B) it varies from individual to individual
- C) it mostly depends on the education of the manager
- D) it varies by the level of the individual in the organization
- E) it depends on employees that are being supervised.

Answer: A

Diff: 3 Page Ref: 20

LO: 1.7 Identify the value of studying supervision

AACSB: Analytical thinking

49) Organizations that _____ will develop a loyal employee and customer base, grow, and prosper, even during challenging times.

- A) hire high-quality employees
- B) are financially sound
- C) have generous benefit packages
- D) are well-supervised
- E) offer training and continuing education

Answer: D

Diff: 1 Page Ref: 20

LO: 1.7 Identify the value of studying supervision

AACSB: Application of knowledge

50) Why is it important that students understand supervision concepts and how supervisors think?

Answer: Understanding supervision concepts and how supervisors think will help get better results at work and enhance a career. As a parent, leader, or supervisor, you are in the unique position of offering support and guidance to followers who will benefit from your knowledge and experience. Successful employees are regularly promoted to supervisory roles. Even though an employee may begin a career in his or her major field of study, life and opportunity often have a way of taking one far afield—a few years later, the same person is overseeing a team in an entrepreneurial start-up, or you're an organizational partner thrust into supervising an expanding office. If you expect to work with others—whether it's a Fortune 100 corporation or your own three-person start-up—studying supervision can pay big dividends when it comes to your ability to lead and influence followers.

Diff: 1 Page Ref: 20

LO: 1.7 Identify the value of studying supervision

AACSB: Application of knowledge