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***Supervision Today!, 9e* (Robbins/DeCenzo/Wolter)**
Chapter 2 Supervision Challenges

1) Recent changes brought about with globalization affect interactions between supervisors and employees. These changes include all of the following EXCEPT _____.
A) ethical issues
B) use of robotics in manufacturing
C) continuous-improvement programs
D) e-business enhancements
E) workforce diversity
Answer: B
Diff: 1 Page Ref: 30
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

2) North American companies have responded directly to _____ by improving quality and reducing costs.
A) newer manufacturing methods
B) offshoring
C) pricing requirements
D) changes in technology
E) global competition
Answer: E
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

3) While some in the public have been slower to accept it, organizations have become increasingly global in their perspectives and accept the reality that national borders no longer define _____.
A) corporations
B) mergers and acquisitions
C) workforce composition
D) the ability of a company to be successful
E) research and development efforts
Answer: A
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors
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4) A company's _____ is no longer a good gauge of where it does business or the nationality of its employees.
A) core business identity
B) national origin
C) workforce composition
D) ability to be successful
E) research and development efforts
Answer: B
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

5) A borderless world introduces new challenges for supervisors, which range from how supervisors view people from foreign countries to how they develop an understanding of _____.
A) employees' languages
B) employees' dietary requirements
C) foreigners
D) these immigrating employees' cultures
E) authoritarian leadership styles
Answer: D
Diff: 1 Page Ref: 32
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

6) _____ means we see things solely through our own eyes and from our uniquely American perspective.
A) Nationalism
B) Parochialism
C) Cultural uniqueness
D) American exceptionalism
E) American pride
Answer: B
Diff: 1 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

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7) Changing the American perception that their practices are better than practices in other cultures first _____.
A) requires a global corporate presence
B) requires understanding different cultures and their environments
C) mandates hiring persons of other cultures
D) requires understanding how we share those practices globally
E) requires education of other cultures and environments
Answer: B
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

8) Understanding _____ is critical to the success of supervising others in the global village.
A) other languages
B) cultural differences
C) global trade
D) cultural environments
E) economic globalization
Answer: D
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

9) Geert Hofstede analyzed various aspects of different countries' cultures and found that a country's culture has a major effect on _____.
A) corporate policies and procedures
B) domestic and global trade relations
C) a corporation's global success
D) a company's ability to succeed in a global economy
E) employees' work-related values and attitudes
Answer: E
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Analytical thinking

10) Hofstede's findings group countries according to such cultural variables as _____.
A) status differences, societal uncertainty, and assertiveness
B) language differences, religious differences, and societal uncertainty
C) aggressiveness, religious differences, and ability to assimilate
D) ability to assimilate, religious differences, and language differences
E) societal certainty, ability to assimilate, and assertiveness
Answer: A
Diff: 3 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
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11) Hofstede's findings group countries according to cultural variables. What do these variables indicate?
A) A country's willingness to globalize trade
B) A country's cultural fit with U.S. values and culture
C) A country's financial ability to provide infrastructure for manufacturing
D) A country's means of dealing with its people and how the people see themselves
E) A country's ability to furnish necessary labor for offshoring activities
Answer: D
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Reflective thinking

12) A U.S. supervisor may have difficulties if sent to a Pacific Rim country because the United States is a strongly _____.
A) individualistic society
B) collectivist society
C) authoritarian society
D) nationalistic society
E) dictatorial society
Answer: A
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

13) When working with people from different cultures, we informally learn the differences that exist between their culture and ours, so it is important that supervisors be _____.
A) autocratic and firm
B) flexible and adaptable
C) focused and specific
D) empathetic and kind
E) flexible and understanding
Answer: B
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

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14) Americans in general have previously held a rather parochial view of the world. Explain parochialism and why it is important to understand different cultures and environments.
Answer: Parochialism means that we see things solely through our own eyes and from our uniquely American perspective. Parochialism translates into "We believe what we do is best." Americans often do not recognize that other people have valid, though different, ways of thinking and doing things. Parochialism causes Americans to view their practices as being better than practices in other cultures. Of course, that cannot be the case. However, changing this perception first requires us to understand different cultures and their environments.

All countries have different cultural environments—values, morals, customs, and laws. Supervisors need to comprehend some basics of cultural differences and environments. For example, in the United States, certain laws guard against discriminatory hiring and employment practices. Similar laws do not exist in all other countries. Understanding cultural environments, then, is critical to the success of supervising others in the global village.
Diff: 2 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors
AACSB: Application of knowledge

15) Although making predictions can be viewed as an exercise in futility, evidence supports the idea that supervisors need to concern themselves with _____.
A) continuous improvement
B) quality measures
C) change
D) a focus on training
E) performance improvement
Answer: C
Diff: 3 Page Ref: 33
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Analytical thinking

16) Opportunities will abound for those prepared to accept and deal with the _____.
A) age of the knowledge worker
B) age of high tech
C) age of the Internet
D) age of globalization
E) information age
Answer: E
Diff: 2 Page Ref: 33
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Reflective thinking

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17) Those who _____ will be the ones who survive in the high tech world.
A) embrace knowledge and continuously learn new skills
B) understand new technologies
C) adjust to a global economy
D) have advanced degrees
E) have a background in technology
Answer: A
Diff: 3 Page Ref: 34
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Reflective thinking

18) In the past four decades, technologies have made organizations more productive and, in some cases, helped them _____.
A) advance their R&D efforts
B) expand globally
C) offshore manufacturing
D) create and maintain a competitive advantage
E) reduce costs and downsize labor
Answer: D
Diff: 2 Page Ref: 35
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Reflective thinking

19) Technological advances involve _____ any process for changing inputs (raw materials) into outputs (goods and services).
A) deploying new methods and
B) combining any performance improvement measure with
C) integrating technology with
D) integrating manufacturing techniques with
E) focusing on
Answer: C
Diff: 3 Page Ref: 35
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Analytical thinking

20) In addition to changing inputs into greater outputs in manufacturing, technological advancements are also used to _____.
A) process financial information
B) deploy social media
C) enable Internet search technologies
D) improve quality measures
E) provide better, more useful information
Answer: E
Diff: 3 Page Ref: 35
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Analytical thinking

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21) How does technology change the supervisor's job?
Answer: Whether it is automated robotics on the production floor, computer-aided design in the engineering department, or automated accounting systems, new technologies are changing the supervisor's job. With that information, supervisors can better formulate plans, make faster decisions, more clearly define the jobs that workers need to perform, and monitor work activities on an as-they-happen basis. In essence, technology today has enhanced supervisors' ability to perform their jobs. Technology is also changing where a supervisor's work is performed. Work, for many, takes place where their computers are. Telecommuting capabilities—linkage of a remote worker's computer to those of coworkers and management at an office—have made it possible for employees to be located anywhere in the global village. Communicating effectively with individuals in remote locations and ensuring that their performance objectives are being met are some of the supervisor's new challenges.
Diff: 2 Page Ref: 34
LO: 2.2 Describe how technology is changing the supervisor's job
AACSB: Analytical thinking

22) The term _____ is becoming the standard label to describe the online buying and selling of products or services.
A) e-business
B) electronic funds transfer
C) online marketing
D) e-marketing
E) e-commerce
Answer: E
Diff: 2 Page Ref: 36
LO: 2.3 Explain the concepts of e-business and e-commerce
AACSB: Application of knowledge

23) _____ refers to the full breadth of activities included in a successful Internet-based enterprise.
A) E-business
B) Electronic funds transfer
C) Online marketing
D) E-marketing
E) E-commerce
Answer: A
Diff: 2 Page Ref: 37
LO: 2.3 Explain the concepts of e-business and e-commerce
AACSB: Application of knowledge

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24) E-business includes the following EXCEPT _____.
A) developing strategies for running Internet-based companies
B) the challenge of finding offshore software developers at the right price
C) identifying a different kind of leader to run a virtual business
D) collaborating with partners to electronically coordinate design and production
E) improving communication with suppliers and customers
Answer: B
Diff: 1 Page Ref: 37
LO: 2.3 Explain the concepts of e-business and e-commerce
AACSB: Application of knowledge

25) Recruiting and hiring the right talent for an e-business can be challenging for a supervisor. Of the following, which is the MOST challenging characteristic a supervisor may face in recruiting effectively?
A) Employee has to be smart.
B) Employee has to have a high level of professional expertise.
C) Employee is willing to commit to long-term employment.
D) Employee has to have a high level of technical ability.
E) Employee has to be able to survive in demanding cultures of e-business firms.
Answer: C
Diff: 1 Page Ref: 37
LO: 2.3 Explain the concepts of e-business and e-commerce
AACSB: Reflective thinking

26) How are e-businesses rewriting the rules of business communications?
Answer: Because they're designed around comprehensive, integrated information networks, traditional communication channels of going through the "chain of command" no longer constrain communication. E-businesses allow and even encourage individuals to communicate directly without going through channels. Employees can communicate instantly anytime, with anyone, anywhere, and their supervisors may not know what is being said. As such, how communication flows has changed dramatically, making obsolete or revising interpersonal communication concepts such as the distinction between formal and informal networks, nonverbal communication, and filtering. They also are redefining how activities such as meetings, negotiations, supervision, and "water cooler" talks are conducted.
Diff: 3 Page Ref: 39
LO: 2.3 Explain the concepts of e-business and e-commerce
AACSB: Application of knowledge

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27) The single most important human resource issue in organizations today may be _____ in light of increasing workforce diversity.
A) adapting organizational policies and practices
B) adjusting to changes in immigration policies
C) adapting policies toward gender pay equity
D) adapting to cultural differences
E) adapting hiring practices
Answer: A
Diff: 2 Page Ref: 40
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Analytical thinking

28) Because of increasing workforce diversity, companies and their supervisors must ensure that _____ are appropriate for such diverse groups of people.
A) their pay scales
B) their training and development programs
C) work/life balance policies
D) their motivational programs and techniques
E) their benefit programs and packages
Answer: D
Diff: 3 Page Ref: 40
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Application of knowledge

29) Supervisors must be flexible enough in their supervisory style to seek the involvement of all employees and be aware of the fact _____.
A) that they must respect all cultures and understand the differences
B) that all employees are differently motivated in terms of what they want and need from work
C) that working parents need special treatment
D) that all businesses need to furnish child and elder care
E) that there is a need to speak different languages to accommodate non-English speakers
Answer: B
Diff: 2 Page Ref: 41
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Application of knowledge

30) Of the following groups, which represents the largest and most significant skilled group who have have had an enormous effect on the U.S. economy?
A) Generation X
B) Generation Z
C) Generation Y
D) Millennials
E) Baby Boomers
Answer: E
Diff: 1 Page Ref: 41
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Application of knowledge

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31) Mass departure of a generational group has the potential to create a large labor shortage. The group's departure makes it much more difficult for supervisors to direct job activities needed to _____.
A) reach financial targets
B) implement innovation programs
C) accomplish organizational goals
D) replace experienced talent
E) achieve research and development goals.
Answer: C
Diff: 3 Page Ref: 41
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Analytical thinking

32) _____ often surface as a cause for tension in the workplace and can become a concern for the supervisor.
A) Generational differences
B) Work schedule preferences
C) Cultural differences
D) Religious differences
E) Work-life balance issues
Answer: A
Diff: 3 Page Ref: 42
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Reflective thinking

33) What is workforce diversity? What is the impact of the growth of diversity in the workforce on supervisors?
Answer: The single most important human resource issue in organizations today may be adapting organizational policies and practices in light of increasing workforce diversity. This diverse workforce is made up of males, females, whites, blacks, Hispanics, Asians, Native Americans, people with disabilities, LGBTQ, and older adults.

The implications of workforce diversity for supervisors are widespread. They must be flexible enough in their practices to be accepting of others who are unlike them regarding what is wanted and needed from work. Employees don't set aside their cultural values and lifestyle preferences when they come to work. So supervisors must remake organizations to accommodate these different lifestyles, family needs, and work styles. Accommodating a more diverse workplace will require a broad range of new policies and practices. A supervisor's challenge is to accept diverse groups of people by addressing different lifestyles, family needs, and work styles.

Examples of flexibility for a supervisor would include work schedules that need to be more flexible to accommodate working parents and couples maintaining commuter relationships. Provide childcare and elder care so employees will be able to give full attention to their work. Benefit programs will need to be redesigned and individualized to reflect more varied needs, etc.
Diff: 2 Page Ref: 40-41
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce
AACSB: Application of knowledge

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34) Downsizing is a reduction in workforce and reshaping of operations to create "lean and mean" organizations. The goals of organizational downsizing are _____.
A) a first step toward offshoring
B) greater efficiency and reduced costs
C) reducing the cost of benefits
D) a move toward manufacturing efficiencies
E) bureaucratic organizing
Answer: B
Diff: 3 Page Ref: 43
LO: 2.5 Explain why corporations downsize
AACSB: Analytical thinking

35) To deal effectively with factors in a rapidly changing business environment, such as increased global competition, companies had to _____.
A) improve manufacturing processes
B) offshore their business operations
C) hire more immigrant workers
D) become more flexible about how work got done
E) consider merging or being acquired
Answer: D
Diff: 3 Page Ref: 43
LO: 2.5 Explain why corporations downsize
AACSB: Analytical thinking

36) Explain why actions related to downsizing do not achieve the stated goals in all cases.
Answer: Downsizing efforts sometimes take their toll on workers and the potential financial gains they were supposed to achieve. Several studies have indicated that more than two-thirds of all companies that downsized had problems with employee morale, and those remaining in the organization mistrusted management. Moreover, companies that downsized experienced a higher incident rating of employees filing disability claims.
Diff: 3 Page Ref: 43
LO: 2.5 Explain why corporations downsize
AACSB: Reflective thinking

37) Activities in an organization that enhance processes that result in the improved quality of goods and services produced is described as _____.
A) continuous improvement
B) process enhancement
C) kaizen
D) manufacturing automation
E) management by objectives
Answer: A
Diff: 1 Page Ref: 43
LO: 2.6 Understand the concept of continuous improvement and identify its goals
AACSB: Application of knowledge

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38) Continuous-improvement programs expand _____ beyond the traditional definition to include everyone involved with the organization, either internally or externally.
A) the term customer
B) the term supplier
C) the term management
D) the term quality
E) the term efficiency
Answer: A
Diff: 1 Page Ref: 43
LO: 2.6 Understand the concept of continuous improvement and identify its goals
AACSB: Application of knowledge

39) Of the following, which is NOT considered a foundation of continuous improvement?
A) Exclusive focus on the product improvement
B) Seek continuous improvement
C) Improve quality throughout the organization
D) Measure accurately
E) Involve employees
Answer: A
Diff: 2 Page Ref: 44
LO: 2.6 Understand the concept of continuous improvement and identify its goals
AACSB: Application of knowledge

40) Although continuous-improvement plans have been criticized by some for _____, their overall record is good.
A) creating more costs throughout the organization
B) overpromising and underperforming
C) increasing the potential for offshoring
D) increasing labor costs
E) creating scenarios where downsizing is warranted
Answer: B
Diff: 2 Page Ref: 44
LO: 2.6 Understand the concept of continuous improvement and identify its goals
AACSB: Application of knowledge

41) Although implementing continuous-improvement methods is a positive start in many organizations, these methods generally focus on _____.
A) manufacturing
B) management reorganization
C) cost reductions
D) incremental change
E) sweeping change
Answer: D
Diff: 2 Page Ref: 44
LO: 2.6 Understand the concept of continuous improvement and identify its goals
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42) Unfortunately, ongoing incremental change can avoid facing up to the possibility that what the organization may really need is radical or quantum change, referred to as _____.
A) continuous improvement
B) work process engineering
C) manufacturing automation
D) reengineering
E) organizational overhaul
Answer: B
Diff: 1 Page Ref: 44
LO: 2.6 Understand the concept of continuous improvement and identify its goals
AACSB: Application of knowledge

43) Explain the impact and implications on supervisors of continuous-improvement and process engineering.
Answer: Although downsizing, contingent workforces, continuous-improvement programs, and process engineering are activities frequently initiated at the top management levels of an organization, they do affect supervisors. Supervisors are often heavily involved in implementing the changes. They must be prepared to deal with the organizational issues these changes bring about. Supervisors must define what quality means to the jobs in their unit. The meaning of quality should be communicated to every staff member. Each must then exert the needed effort to move toward perfection. Supervisors and their employees must recognize that failing to do so could lead to unsatisfied customers taking their purchasing power to competitors; should that happen, jobs in the unit might be in jeopardy. Continuous improvement can eliminate many of the bottlenecks that have hampered work efforts in the past. Continuous-improvement programs can help create more satisfying jobs—for both supervisors and their employees. Process engineering may leave some supervisors and employees confused and angry. When processes are restructured, some longtime work relationships are severed.

Work process engineering can generate some benefits for supervisors. It may mean that they have an opportunity to learn new skills. They may now work with the latest technology, supervise work teams, or have more decision-making authority. These same skills may keep them marketable and help them move to another organization, should that time ever come. Finally, as these changes sweep across corporate America, supervisors may see changes in pay structures. Under a process-engineered work arrangement, supervisors and their employees may be in a better position to be compensated for the work they do and receive bonuses and incentives when they excel.
Diff: 3 Page Ref: 46
LO: 2.6 Understand the concept of continuous improvement and identify its goals
AACSB: Reflective thinking

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44) Tomorrow's successful supervisors will be those who have learned to "thrive on chaos." Of the following, which is NOT one of the major reasons for this shift?
A) Organizations now understand that chaos creates a healthier work environment.
B) Change is taking place at an unprecedented rate.
C) New competitors spring up overnight.
D) Downsized organizations mean fewer workers to complete necessary work.
E) Constant innovations in computer and telecommunications technologies
Answer: A
Diff: 1 Page Ref: 47
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"
AACSB: Application of knowledge

45) Supervisors must quickly identify various signs that a business unit is in trouble. Which of the following is NOT one of those signs?
A) Performance declines
B) Unexplained budget surpluses
C) Unnecessary and cumbersome policies
D) Tolerance of work incompetence
E) Fear of conflict and taking risks
Answer: B
Diff: 1 Page Ref: 47
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"
AACSB: Application of knowledge

46) One of the key components in handling a disaster is to have a plan in place. Briefly describe some of the most important elements of a disaster recovery plan.
Answer: Having disaster recovery plans often includes duplicate and backup systems, emergency work sites, and telecommuting options. Although these are important, one aspect appears to have the consensus of the experts in this arena—supervisory support for employees and their families. Good communications during disasters become paramount to help employees understand what is happening. Supervisors must be able to let employees talk about their feelings and allow them to grieve if needed. Supervisors must also recognize that stress may be rampant for some employees, and some may become depressed and need additional assistance. In such situations there are no manuals to rely on; rather, such times require supervisors to be kind, sensitive, and empathetic. And they must do this at a time when they, too, may be experiencing the same emotional "crises" as their employees!
Diff: 1 Page Ref: 48
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"
AACSB: Application of knowledge

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47) _____ is an obligation that organizations have to society.
A) Corporate survival
B) Profit maximization
C) Fair treatment of immigrant workers
D) Sustainability
E) Social responsibility
Answer: E
Diff: 1 Page Ref: 48
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"
AACSB: Application of knowledge

48) Social responsibility tries to align _____ with what is good for society.
A) social obligations
B) global management objectives
C) organizational long-term goals
D) sustainability goals and objectives
E) organizational short-term goals
Answer: C
Diff: 3 Page Ref: 48
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"
AACSB: Reflective thinking

49) _____ is the foundation of a business's social involvement.
A) Social obligation
B) Sustainability
C) Corporate profit making
D) Organizational effectiveness
E) Good management
Answer: A
Diff: 1 Page Ref: 48
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"
AACSB: Application of knowledge

50) _____ commonly refers to the rules or principles that define right and wrong conduct.
A) Corporate conduct
B) Religious values
C) Moral behavior
D) Ethics
E) Social responsibility
Answer: D
Diff: 1 Page Ref: 50
LO: 2.8 Define ethics
AACSB: Application of knowledge

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51) Formal documents that state an organization's primary values and ethical rules it expects employees to follow are known as _____.
A) codes of ethics
B) ethical guidelines
C) religious values
D) corporate mission statements
E) corporate value statements
Answer: A
Diff: 1 Page Ref: 50
LO: 2.8 Define ethics
AACSB: Application of knowledge

52) In situations involving ethics, it's impossible to predict what you'll face. It helps if you _____.
A) decide on a case-by-case basis
B) do not get yourself involved in an ethical dilemma
C) just ignore an unethical dilemma
D) leave ethical dilemmas to management to resolve
E) prepare ahead of time and anticipate how you will handle an ethical dilemma
Answer: E
Diff: 1 Page Ref: 50
LO: 2.8 Define ethics
AACSB: Application of knowledge

53) Explain why the role a supervisor plays in establishing ethical behavior in a department is critical.
Answer: Supervisors play a critical role in establishing ethical conduct not only within their department but often across an organization as well. If the behavior of a supervisor is ethical, there is a stronger likelihood that employees will follow suit. Ethics commonly refers to the rules or principles that define right and wrong conduct. Supervisors face ethical dilemmas. There are situations where supervisors are required to define right and wrong conduct. By their comments and behavior, supervisors are a primary source for conveying an organization's ethical climate. For most employees, their supervisor is the only contact they have with management. Management's ethical standards are interpreted by employees through the actions of supervisors. If supervisors take company supplies home, cheat on their expense accounts, or engage in similar practices, they set a tone in their work group that is likely to undermine all the efforts by top management to create a corporate climate of high ethical standards.
Diff: 3 Page Ref: 50-51
LO: 2.8 Define ethics
AACSB: Ethical understanding and reasoning

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