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Name:_____ Class:_____ Date:_____

CHAPTER 01 - THE SUPERVISORY CHALLENGE

1. Supervisors are middle managers who oversee entry-level employees.
   a. True
   b. False

ANSWER: False

2. Foreman/forewoman, team leader, and coach are other designations for a working supervisor.
   a. True
   b. False

ANSWER: True

3. The notion of Frederick Winslow Taylor's scientific management approach gave rise to the functional management approach.
   a. True
   b. False

ANSWER: False

4. The functional management approach focuses on determining the most efficient ways to increase output and productivity.
   a. True
   b. False

ANSWER: False

5. A key component of Frederick Winslow Taylor's scientific management theory was the belief that managers should plan what, when, where, and how employees should produce a product.
   a. True
   b. False

ANSWER: True

6. Frederick Winslow Taylor identified planning, organizing, commanding, coordinating, and controlling as critical to managerial effectiveness.
   a. True
   b. False

ANSWER: False

7. The managerial function of controlling consists mainly of directing subordinates' actions.
   a. True
   b. False

ANSWER: False

8. The fact that people will perform differently when being observed is known as the Hawthorne effect.
   a. True
   b. False

ANSWER: True

9. Frederick Winslow Taylor defined an executive as "any member of the organization who makes decisions that materially affect the capacity of the organization to perform and obtain results."

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a. True
b. False

ANSWER: False

10. Quantitative/system approaches are frequently found in large organizations, where sales costs and production data are analyzed using computer technology.
a. True
b. False

ANSWER: True

11. Diversity in the workplace should be respected.
a. True
b. False

ANSWER: True

12. Despite the rather low birthrate in recent decades, both the population and the workforce will continue to grow.
a. True
b. False

ANSWER: True

13. Managers always expect that employees abstain from working in constantly changing environments.
a. True
b. False

ANSWER: False

14. The nature of the workforce should be of vital concern to the supervisor who plans for the future.
a. True
b. False

ANSWER: True

15. One of the most dramatic changes that has occurred in the past several decades has been the increase in the number and percentage of women in the workforce.
a. True
b. False

ANSWER: True

16. Flextime allows employees to choose their work schedules within certain limits.
a. True
b. False

ANSWER: True

17. Efforts to help employees balance the responsibilities of home and job will require better supervisory coordination.
a. True
b. False

ANSWER: True

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18. The invisible barrier that limits the advancement of women and minorities is known as the glass wall.
    a. True
    b. False

ANSWER: True

19. Managers and supervisors generally recognize that authoritarian direction and close control often lead to the desired results.
    a. True
    b. False

ANSWER: False

20. An organization can achieve a competitive advantage by effectively using employee talents.
    a. True
    b. False

ANSWER: True

21. Underemployment is characterized by employees possessing skills, knowledge, and abilities (SKAs) but facing a lack of relevant tasks or opportunities.
    a. True
    b. False

ANSWER: True

22. Corporate social responsibility (CSR) implementation prioritizes stakeholders' concerns over environmental and community interests in organizations.
    a. True
    b. False

ANSWER: False

23. Supervisors play insignificant roles in determining the direction of corporate culture in their departments.
    a. True
    b. False

ANSWER: False

24. The glass ceiling accelerates the advancement of women in a workplace.
    a. True
    b. False

ANSWER: False

25. According to the Conference Board review of employee engagement research, opportunities for personal and professional growth foster mutual benefits.
    a. True
    b. False

ANSWER: True

26. Students can access career details, including salaries, from the U.S. Department of Labor's *Occupational Outlook*

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Handbook.

a. True

b. False

ANSWER: True

27. Networking is reported to be the single largest source of new hires.

a. True

b. False

ANSWER: True

28. Mid-level management creates the overall philosophy and vision of a firm.

a. True

b. False

ANSWER: False

29. Volunteer experiences in community groups can increase networking opportunities.

a. True

b. False

ANSWER: True

30. To provide a foundation for the type of corporate culture that is desired, companies develop mission statements and ethical codes statements.

a. True

b. False

ANSWER: True

31. Mid-level management creates the overall vision and philosophy for the firm.

a. True

b. False

ANSWER: False

32. People concerned about environmental issues may seek to influence business decisions that impact the environment.

a. True

b. False

ANSWER: True

33. Getting involved in volunteer experiences in community groups can decrease networking opportunities and hinder the development of leadership skills.

a. True

b. False

ANSWER: False

34. Enrolling in graduate degree and nondegree programs is the only way to enhance technical, managerial, and supervisory knowledge.

a. True

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b. False

ANSWER: False

35. It is recommended to ask questions during a job interview about information that is readily available through internet research or the materials provided by the company.

a. True

b. False

ANSWER: False

36. Many individuals are promoted to their first supervisory role from a nonsupervisory role in the same organization.

a. True

b. False

ANSWER: True

37. What type of employment is considered a bellwether for broader labor market and economic conditions?

a. Full-time employment

b. Part-time employment

c. Permanent employment

d. Temporary employment

ANSWER: d

38. Which of the following statements is true about working supervisors?

a. They are considered mid-level managers.

b. They work with the top managers to set the organizational goals.

c. They may not be legally considered part of management.

d. They are individuals with designations such as vice president.

ANSWER: c

39. Which of the following statements concerning supervisors is true?

a. Supervisors are considered to be mid-level managers within an organization.

b. Managers expect supervisors to enhance human resource performance amid evolving environments.

c. The work of supervisors does not require professional and interpersonal skills.

d. It is typically not the first management experience people obtain.

ANSWER: b

40. Rita has recently been promoted from bank teller to first-level manager. As a result of the promotion, she is now in charge of eight bank tellers. Which of the following designations best describes Rita's role in the company?

a. Supervisor

b. Shareholder

c. Top-level manager

d. Senior manager

ANSWER: a

41. As a foreman at a small but growing construction company, Ricky performs supervisory functions on a regular basis, but is not officially considered a part of management. What role best describes Ricky's position?

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a. Supervisor
b. Working supervisor
c. Low-level manager
d. Top-level manager

ANSWER: b

42. Which of the following statements is true about the scientific management approach?
a. It focuses on determining the best way to perform a task.
b. It states that money is the least effective motivation for most workers.
c. It suggests that workers should have minimal involvement in decision-making.
d. It states that workers must assume more responsibility than managers.

ANSWER: a

43. Which of the following is a key step of the functional approach to management?
a. Encourage the removal or organizational hierarchy
b. Design a structure with ambiguously defined tasks
c. Avoid planning any course of action
d. Establish clear authority lines in the organization

ANSWER: d

44. Which of the following statements is true of the behavioral science approach of management?
a. It emphasizes the behavior of the management in organizations.
b. It focuses on what motivates individual and group behavior in organizations.
c. It focuses on mathematical models that determine organizational success.
d. It focuses on the tasks that are associated with each job to improve productivity.

ANSWER: b

45. Which of the following statements align with Frederick Winslow Taylor's principle as the father of scientific management?
a. Workers are motivated due to their responsibilities.
b. Workers are economically motivated.
c. Workers are motivated when given attention.
d. Workers are motivated by the managers.

ANSWER: b

46. Which of Fayol's five functions of management means pulling organizational elements toward common objectives?
a. Planning
b. Organizing
c. Coordinating
d. Controlling

ANSWER: c

47. Which of the following statements about quantitative approaches and behavioral approaches in decision-making is correct?

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a. Quantitative approaches are a subset of behavioral approaches and inherit its characteristics.
b. Quantitative approaches focus on mathematical models, while behavioral approaches focus on subjective analyses.
c. Quantitative approaches and behavioral approaches are synonymous and can be used interchangeably.
d. Quantitative approaches and behavioral approaches employ mathematical models in behavioral analysis for decision-making.

ANSWER: d

48. Emmanuela is a supervisor at a private retail store where employee productivity is high and turnover is low. She strongly believes that the secret to the store's success is rewarding the accomplishments of the workers financially. Which management approach aligns best with this belief?

a. Functional approach
b. Human relations approach
c. Systems approach
d. Scientific management approach

ANSWER: d

49. Sierra uses mathematical models to determine the effect on production in the event of a 20 percent increase in the cost of materials. Which of the following approaches is she utilizing?

a. Scientific management
b. The behavioral science approach
c. The functional approach
d. The quantitative/systems approach

ANSWER: d

50. What is called a continuous process of assimilation and growth within the organization for new hires?

a. Onboarding
b. Outsourcing
c. Empowerment
d. Employee engagement

ANSWER: a

51. When Samara took up a job in Delta Inc., she learned that the company has a mentoring program in place that is meant to engage new hires. She also learned that Delta conducts special training sessions about jobs, tasks, and the general organizational culture and rules to help the new hires assimilate well into the organization. Which of the following concepts is illustrated in the scenario?

a. Outsourcing
b. Job redesign
c. Onboarding
d. Job deskilling

ANSWER: c

52. What is a suggested approach to networking for job opportunities?

a. Maintaining an online presence
b. Attending networking events less often

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c. Connecting with school, church, family, and associations
d. Sharing unfiltered feedback about a company's culture in public

ANSWER: c

53. Which of the following is a characteristic of the work attitudes and experiences of generation Xers?
a. They are highly concerned about staying with companies for long periods.
b. They are less patient and willing to accept change.
c. They expect employers to provide them with less personal and leisure time.
d. They harbor significant trust in management's values and concerns for employees.

ANSWER: b

54. Which of the following is true about the glass ceiling?
a. It refers to the absence of formal authority in an organization.
b. It compartmentalizes men into certain occupational classes.
c. It impacts both minorities and women.
d. It refers to the belief that women are more effective leaders than men.

ANSWER: c

55. The supervisors at Millcroft Industries have been instructed to allocate more time for on-the-job employee training and to encourage workers to pursue continuing education. These measures are taken by the company to improve the skills of the employees and thus provide better products and services to its customers. Millcroft Industries is most likely going to be
a. downsizing.
b. increasing overhead costs.
c. implementing job deskilling.
d. gaining a competitive advantage.

ANSWER: d

56. What is the suggested approach for applying to job opportunities that may not be advertised?
a. Rely solely on classifieds and job websites.
b. Make a list of preferred organizations and email them a cover letter.
c. Avoid e-recruiting, as it is less effective.
d. Submit applications only through traditional mail.

ANSWER: b

57. Which website provides information on career transitions, starting your own business, career change, and work–life issues?
a. AARP (https://www.aarp.org/work/careers/)
b. Bureau of Labor Statistics (https://stats.bls.gov)
c. CareerBuilder.com (https://www.careerbuilder.com)
d. Monster.com (https://www.monster.com)

ANSWER: a

58. The set of shared values, purposes, and beliefs that employees have about an organization is its
a. organizational science.

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b. value statement.
c. corporate social responsibility.
d. corporate culture.

ANSWER: d

59. What act requires firms employing 100 or more workers to provide 60 days' advance notice to employees before shutting down or conducting substantial layoffs?
a. Family and Medical Leave Act
b. Worker Adjustment and Retraining Act
c. Occupational Safety and Health Act
d. Fair Labor Standards Act

ANSWER: b

60. Giving employees the authority and responsibility to achieve both their individual and the organization's objectives is known as
a. development.
b. autocratic management.
c. empowerment.
d. two-tier management.

ANSWER: c

61. As a manager, Jamie allows her employees to influence and share in organizational decision-making. This type of management is known as
a. contingent.
b. participatory.
c. functional.
d. scientific.

ANSWER: b

62. Omega Corp. allows employees to choose their work hours within stated limits. What is this type of workplace policy known as?
a. Flextime
b. Job sharing
c. Telecommuting
d. Job redesign

ANSWER: a

63. Nicole works from home full-time for a non-profit organization. She sends and receives work to and from the office via a computer and modem. Which of the following terms best describes this situation?
a. Flextime
b. Job sharing
c. Telecommuting
d. Outsourcing

ANSWER: c

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64. What should be kept in mind while submitting résumés via email?
a. E-mail is an outdated method for submitting résumés.
b. Some companies only accept résumés submitted as attachments.
c. Résumés should be sent without any formatting or appearance check.
d. Students should avoid tailoring their résumés to specific jobs.

ANSWER: b

65. Wanda observed that at her company, the human resources and accounting departments are made up almost entirely of women, while other areas such as sales are composed primarily of men. This is an example of which type of workplace barrier?
a. Glass ceiling
b. Glass wall
c. Visible hurdle
d. Demotion

ANSWER: b

66. Which of the following is a recommended strategy for students to advance their careers?
a. Avoiding involvement in student organizations to better focus on classes
b. Focusing solely on academic degrees
c. Seeking opportunities to enhance communication
d. Relying solely on internet research for job-related information

ANSWER: c

67. Sylvio just began a new job as a retail customer service representative. However, he is disappointed that the new job does not allow him to use his technology literacy skills. Which of the following terms best describes Sylvio's level of employment?
a. Unemployment
b. Absolute advantage
c. Underemployment
d. Contingent work

ANSWER: c

68. What technological change has had the most significant impact on altering the traditional mode of face-to-face communication?
a. Rise of social networking sites
b. Introduction of email communication
c. Development of video conferencing tools
d. AI-driven tools

ANSWER: a

69. Lisa drives a bus for the county school system. She works limited hours within a nine-month contract that is based on the school system's needs. She does not receive health or retirement benefits. Lisa belongs to which of the following categories?
a. Exempt workforce
b. Contingent workforce

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c. Fulltime workforce
d. Non-executive workforce

ANSWER: b

70. Based on the notion of corporate social responsibility, to which level of responsibility does doing what is right, just, and fair relate?
a. Legal responsibility
b. Ethical responsibility
c. Economic responsibility
d. Philanthropic responsibility

ANSWER: b

71. Which among the following prohibits discrimination in hiring, promotion, discharge, pay, benefits, and other aspects of employment on the basis of race, color, religion, gender, or national origin?
a. Title VII of the Civil Rights Act, as amended (1964)
b. Labor Management Relations Act (Taft–Hartley) (1947)
c. Worker Adjustment and Retraining Act (WARN) (1988)
d. Fair Labor Standards Act (FLSA) (1938)

ANSWER: a

72. Gwendolyn loves her job and feels connected to her company's objectives because she feels she does something important, finds the work stimulating, and has plenty of opportunities for personal and professional growth. What can Gwendolyn be best described as?
a. Deskilled employee
b. Disgruntled employee
c. Hands-off employee
d. Engaged employee

ANSWER: d

73. What is the crucial first step in preparing for a job interview?
a. Cleaning up your social networking web pages
b. Choosing a professional e-mail address
c. Having a well-prepared résumé tailored to the job
d. Researching the company's major competitors

ANSWER: c

74. While seeking employment elsewhere, employees should
a. make or receive job-search-related calls at work.
b. be interviewed during work hours of their current workplace.
c. quit their current jobs before searching for new jobs.
d. advise prospective employers to contact them at home.

ANSWER: d

75. Explain the level of management hierarchy for supervisors and describe who supervisors manage.

ANSWER: Supervisors are first-level managers who are in charge of entry-level and other departmental employees.

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Managers everywhere will continue to expect supervisors to obtain better performance from their human resources and to do so in a constantly changing environment.

76. Explain the Hawthorne effect and what happens to employees while being observed.

ANSWER: Workers perform differently than they normally do when being observed. This reaction is known as the Hawthorne effect. The experiments at the Hawthorne plant gave rise to what was known as the human relations movement and later as the behavioral science approach. This approach focuses on the behavior of people in organizations.

77. Discuss measures companies have taken to help their employees balance their family and job responsibilities and explain why companies are taking these measures.

ANSWER: Companies have implemented various measures to assist employees in balancing their family and job responsibilities. These include providing quality childcare facilities, offering flexible work arrangements such as flextime and telecommuting, implementing job-sharing opportunities, and adopting alternative work schedules like 4-day, 10-hour-day workweeks. These measures are being taken to attract and retain qualified employees by accommodating their needs and addressing conflicts between work and family obligations.

78. List at least five current workplace trends.

ANSWER: Workplace trends for 2023 and beyond are as follows:
1. Employee well-being
2. Flexibility in work schedules
3. Five most sought-after skills for employee are communication, customer service, leadership, attention to detail, and collaboration
4. Salary transparency
5. More flexible benefits to help with retirement, caregiving, transportation, healthcare, and other areas of living

79. Why are production facilities of U.S. firms being relocated to China, India, South Korea, Eastern Europe, South America, Africa, Mexico?

ANSWER: The production facilities of U.S. firms are being drawn to China, India, South Korea, Eastern Europe, South America, Africa, Mexico, and other locations by low wages and other factors that help create a competitive advantage.

80. What is corporate culture, and who is responsible for setting the tone of a corporate culture?

ANSWER: Corporate culture is the set of shared purposes, values, and beliefs that employees have about their organization. Top-level management creates the overall vision and philosophy for the firm. Supervisors exert major influence in determining the direction of the corporate culture in their departments.

81. How does the Society for Human Resource Management (SHRM) emphasize the importance of ethical behavior and professional responsibility in supervisory positions?

ANSWER: The Society for Human Resource Management (SHRM) is a professional organization for HR professionals. Its core principle of professional responsibility should apply to all those in supervisory positions. “We are responsible for adding value to the organizations we serve and contributing to the ethical success of those organizations. We accept professional responsibility for our individual decisions and actions. We are also advocates for the profession by engaging in activities that enhance its credibility and value.” In the future, as never before, it will be important that ethical behavior and fair dealing are at the forefront of good management practices, beginning at the supervisory level. A supervisor’s personal ethics also can be an important guide for making decisions when facing ethical problems in the workplace.

82. List two sources for online job searches and the information they include.

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ANSWER: 1. AARP (https://www.aarp.org/work/careers/) offers tips to assist with career transitions. This site includes information on starting your own business, charting a career change, reentering the job market, and coping with work–life issues.
2. CareerBuilder.com (https://www.careerbuilder.com) allows you to search for jobs or careers using 13 different criteria, or lets you post your résumé so that employers with job openings can find you. It also provides salary information and tips on job hunting and résumé writing.

83. List and describe the five functions critical to managerial effectiveness according to Henri Fayol's school of thought.

ANSWER: Fayol identified the following five functions as critical to managerial effectiveness:
1. Planning: Setting down a course of action
2. Organizing: Designing a structure, with tasks and authority clearly defined
3. Commanding: Directing subordinates' actions
4. Coordinating: Pulling organizational elements toward common objectives
5. Controlling: Ensuring that plans are carried out

84. What factors contribute to the persistence of the glass ceiling for women and minorities in the workplace, and what role do leadership styles play in addressing this challenge?

ANSWER: Progress in upgrading the status of women and minorities has been mixed. Some firms still seem to relegate women and minorities to lower-skilled and lower-paying jobs and have not fully realized the contributions many have to offer. Thus, while some forward strides have been made, women and minorities remain concentrated in lower-level jobs. There appears to be an invisible barrier—a **glass ceiling**—that limits advancement. To compound the problem, many organizations have placed women and minority employees in certain specialized occupations, such as human resources and accounting. These glass walls that segment employees can deny them the opportunity to develop the variety of skills needed to advance.

A study reported what most males have long suspected: Women employ a different leadership style than men and their leadership style might actually be more effective than men's. The study states that women executives "demonstrate more empathy, better listening skills, and a more inclusive style of leadership. However, successful female leaders tend to be more assertive, more persuasive, and more willing to take risks than their male counterparts."

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