Supervision Concepts and Skill Building 11th edition Certo Test Bank

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Supervision Concepts and Skill Building 11th Edition by Certo CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) In general, employees who report to supervisors are managers.

1) _____

◎ true
◎ false

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define what a supervisor is.
Topic : Supervision: A Historical Perspective

2) In an organization whose management is not committed to developing a diverse workforce, supervisors should not indulge in providing advice and coaching to female and nonwhite employees.

2) _____

◎ true
◎ false

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Topic : Types of Supervisory Skills
AACSB : Diversity
Learning Objective : 01-04 Describe how the growing diversity of the workforce affects the supervisor

3) A supervisor’s responsibilities include determining the department’s goals and the ways to meet them.

3) _____

◎ true
◎ false

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Supervision Concepts and Skill Building 11th Edition by Certo CH01

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

4) Higher-level managers are responsible for executing the duties assigned to them by supervisors.

4) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

5) Cooperating with coworkers in other departments is one of the responsibilities of a supervisor.

5) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

6) A company can hire a recent college graduate as a supervisor if that person demonstrates the leadership abilities or specialized skills that are required for the position.

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6) _____

◎ true
◎ false

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

7) A new supervisor should first understand how a department functions and what employees expect before implementing changes in the department.

7) _____

◎ true
◎ false

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

8) A manager at the first level of management is called a(n)

8) _____

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

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Supervision Concepts and Skill Building 11th Edition by Certo CH01

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define what a supervisor is.
Topic : Supervision: A Historical Perspective

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

9) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define what a supervisor is.
Topic : Supervision: A Historical Perspective

10) Dillon, a new employee at Texcare Inc., reports to Debra, who is at the first level of management. In the context of different levels of management, Debra is most likely

10) _____

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A) a manager.
B) a stakeholder.
C) a supervisor.
D) the director.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define what a supervisor is.
Topic : Supervision: A Historical Perspective
Bloom's : Apply
Difficulty : 3 Hard

11) Which of the following statements is true of managing at the supervisory level?

11) _____

A) Supervisors are managers at the second level of management.
B) Supervisors are responsible for ensuring that each department contributes to accomplishing the company's goals.
C) Supervisors need to forecast projects and involve themselves in long-term planning.
D) Supervisors need to formulate visions for their companies and develop business strategies.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define what a supervisor is.
Topic : Supervision: A Historical Perspective
Bloom's : Understand
Difficulty : 2 Medium

12) Which of the following must be a supervisor's primary focus?

12) _____

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A) efficiency
B) long-term planning
C) future-oriented conceptualization
D) predictability

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Topic : Supervision: A Historical Perspective
Bloom's : Understand
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

13) According to Abraham Maslow's hierarchical pattern of needs, the most basic needs of any human being are

13) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Supervision: A Historical Perspective
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

14) According to Abraham Maslow's hierarchical pattern of needs, which of the following is included in the final part of the hierarchy?

14) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) safety needs
B) physiological needs
C) self-actualization
D) self-esteem

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Supervision: A Historical Perspective
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

15) _____, a French industrialist, is often regarded as the pioneer of administrative theory.

15) _____

A) Frederick W. Taylor
B) Henri Fayol
C) Abraham Maslow
D) Ivan Pavlov

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Supervision: A Historical Perspective
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

16) _____ is often referred to as the "father of scientific management."

16) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) Frederick W. Taylor
B) Henri Fayol
C) Abraham Maslow
D) Ivan Pavlov

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Supervision: A Historical Perspective
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

17) Which of the following stages of Maslow's hierarchy of needs includes an attitude of acceptance, a lack of racial biases, and creativity?

17) _____

A) self-actualization needs
B) physiological needs
C) safety needs
D) esteem needs

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Supervision: A Historical Perspective
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

18) Which of the following is true about supervision?

18) _____

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A) Henri Fayol generated the idea that the application of science to the study of production can result in maximal employee efficiency.

B) Supervision is management at the highest level of an organization.

C) It is important for supervisors to help workers to satisfy their personal needs while being productive in organizations.

D) The quality of an organization is often independent of the quality of interactions among its members.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Topic : Supervision: A Historical Perspective
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

19) Supervisors emphasize people orientation because they

19) _____

A) work with conceptualization and policy formation and understand a company's requirements.

B) work with other departments to collaborate on achieving tasks.

C) plan organizational strategies with top management.

D) deal directly with employees and have knowledge about an organization's customers.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Topic : Supervision: A Historical Perspective
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

20) In the context of the modern view of management skills, what does sustainability refer to?

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20) _____

A) a supervisor's responsibility of generating tools that allow information to be shared consistently
B) an organization's potential to generate high levels of profit over long periods of time
C) a business's ability to operate with minimal impact on the environment
D) an overseer's ability to evaluate employees based on their work efficiency

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

21) In the context of the management skills of a successful supervisor, _____ involve the ability to see the relationship of the parts to the whole and to one another.

21) _____

A) empowering skills
B) human relations skills
C) conceptual skills
D) monitoring skills

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

22) Mary has worked as a seamstress for 10 years. Her ability to sew flawlessly is an example of her

22) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) decision-making skills.
B) conceptual skills.
C) motivational skills.
D) technical skills.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

23) For a supervisor, conceptual skills include

23) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

24) Which of the following sets of skills is almost equally significant at all levels of management?

24) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

25) Supervisors rely more on technical skills than do higher-level managers because

25) _____

A) higher-order skills like human relations are of little use to supervisors.
B) supervisors are expected to deal with technical work only.
C) their subordinates are generally low in skills and require fewer human relations skills to manage.
D) employees who have a problem doing their jobs go to the supervisor and expect help.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

26) In the context of important managerial skills, the ability to analyze information about events, trends, and changes in the environment to identify threats and opportunities for a work unit is part of the _____ set of skills.

26) _____

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A) innovative thinking
B) short-term planning
C) monitoring operations
D) external monitoring

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

27) In the context of skills of successful managers, _____ primarily involves checking on the progress and quality of the work and evaluating individual and unit performance.

27) _____

A) monitoring operations
B) empowering
C) consulting
D) envisioning change

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

28) In the context of skills of successful managers, _____ primarily involves checking with people before making decisions that affect them, encouraging others to participate in decision making, and using the ideas and suggestions of others in decision making.

28) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) consulting
B) empowering
C) clarifying roles
D) envisioning change

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

29) In the context of skills of successful managers, being considerate when tasks are difficult and helping employees overcome anxiety and stress is part of the _____ set of skills.

29) _____

A) developing
B) supporting
C) empowering
D) consulting

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

30) Providing praise for significant achievements and effective performance is part of the managerial skill called

30) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) developing.
B) supporting.
C) empowering.
D) recognizing.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

31) Alan is the supervisor of a technical support team. He ensures that he provides his subordinates appropriate coaching and advice to help them execute tasks. He also provides them opportunities to improve and expand their skills. In the context of skills of successful managers, Alan is utilizing his

31) _____

A) supporting skills.
B) empowering skills.
C) consulting skills.
D) developing skills.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

32) In the context of skills of successful managers, _____ primarily involves allowing substantial responsibility and discretion in work activities and trusting people to solve problems and make decisions without getting approval first.

32) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) empowering
B) developing
C) supporting
D) consulting

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

33) In the context of skills of successful managers, presenting an appealing description of desirable outcomes that the unit can achieve and describing a proposed change with enthusiasm and conviction is primarily part of

33) _____

A) monitoring operations.
B) short-term planning.
C) encouraging innovative thinking.
D) envisioning change.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

34) In the context of skills of successful managers, making sacrifices to encourage and promote desired outcomes in an organization is primarily part of

34) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) monitoring operations.
B) taking risks for change.
C) external monitoring.
D) envisioning change.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

35) In the context of skills of successful managers, _____ primarily involves challenging people to question their assumptions about the work and consider better ways of doing it.

35) _____

A) monitoring operations
B) taking risks for change
C) encouraging innovative thinking
D) envisioning change

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

36) Efforts to carry out critical management-related duties, such as planning, setting objectives for employees, and monitoring performance, can be best categorized as

36) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

37) According to the modern view of management skills, a manager's efforts to empower employees to solve problems and develop their skills are categorized as

37) _____

A) task-related activities.
B) analysis-related activities.
C) people-related activities.
D) change-related activities.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

38) According to the modern view of management skills, a change-related activity would be to

38) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) provide employees support and encouragement.
B) empower employees to solve problems.
C) recognize employees' contributions.
D) propose new tactics and strategies.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

39) Melissa is a supervisor at an accounting firm. She carefully plans duties for employees, establishes employees' goals that are aligned with the strategic goals of the organization, and regularly monitors the performance of employees. According to the modern view of management skills, Melissa's efforts would be categorized as

39) _____

A) career-related activities.
B) task-related activities.
C) skill-related activities.
D) people-related activities.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

40) Which of the following managerial skills do supervisors and other managers rely on when they need to assign tasks and explain job responsibilities, task objectives, and performance expectations?

Supervision Concepts and Skill Building 11th edition Certo Test Bank

40) _____

A) envisioning change
B) taking risks for change
C) clarifying roles
D) monitoring operations

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

41) Which of the following managerial skills do supervisors and other managers rely on to determine how to use personnel and other resources to accomplish a task efficiently and determine how to schedule and coordinate activities efficiently?

41) _____

A) short-term planning
B) external monitoring
C) empowering
D) developing

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

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42) Mark is a training manager at Renox Inc. He encourages employees to think critically about the work they have been assigned and enables them to develop new methods of completing their tasks. He also recognizes the achievements of employees who generate innovative solutions to problems and regularly rewards them for their efforts. In the modern view of management skills, Mark's efforts would fall under

42) _____

A) change-related activities.
B) culture-related activities.
C) task-related activities.
D) people-related activities.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

43) Barry, a customer service executive, finds it difficult to handle an angry customer. He asks his supervisor, Ben, to handle the situation. Ben listens to the customer patiently and apologizes for the inconvenience caused. This calms the customer down. In the context of supervisory skills, Ben primarily used _____ skills to solve the problem.

43) _____

A) technical
B) human relations
C) conceptual
D) decision-making

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

44) Which of the following is an example of the developing skills of successful managers?
44) _____

A) providing coaching and advice
B) providing praise and recognition for effective performance
C) being considerate
D) checking on the progress and quality of work

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

45) Ray, a manager at Senzel Inc., wants to implement a new piece of software in the company′s processes. This software will help him monitor the productivity of his employees more effectively. However, before implementing the change, he discusses it with lower-level managers to understand the effect it will have on the internal environment of the company. Ray is primarily utilizing _____ skills in this scenario.
45) _____

A) developing
B) consulting
C) recognizing
D) empowering

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

46) Maya, a supervisor at Zelden Inc., focuses on achieving her department's goals on time. She understands that it contributes to achieving the organization's goals. In the context of the classical understanding of management skills, Maya has good _____ skills.

46) _____

A) controlling
B) empowering
C) technical
D) conceptual

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

47) Gary is a supervisor at a manufacturing company. He keeps accurate records of the company's production rates. He also plans the activities of his employees so that production lines operate at maximum efficiency. In the context of the classical understanding of management skills, Gary's abilities can be categorized under

47) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

48) Michelle is a sales manager at Feuzen Inc. Her job includes analyzing recent trends and evaluating modern technological changes. In this scenario, Michelle is primarily engaged in

48) _____

A) clarifying roles.
B) external monitoring.
C) thinking innovatively.
D) short-term planning.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

49) Elizabeth is a supervisor at Marten Inc., a company that sells electronic goods. Steven, a new sales executive at Marten Inc., finds it difficult to communicate effectively with customers. The best way in which Elizabeth can help Steven in the long run is to

49) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) help him by dealing with customers and making sales herself.
B) teach him how to handle customers on his own.
C) let experienced employees in the company handle customers.
D) set him lower sales targets so that he gets room to develop his skills.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

50) Aubrey is a supervisor at Air Box Storage, a large web storage company. She pushes her employees to constantly reevaluate the methods they use to complete their tasks and develop better ways of doing them. In the context of the skills of successful managers, which set of skills does Aubrey demonstrate in this scenario?

50) _____

A) encouraging innovative thinking
B) external monitoring
C) envisioning change
D) taking risks for change

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking

51) Margaret is the only female employee at her workplace, which includes 20 employees. Her suggestions are often overlooked because of this. In the context of the diversity of the workplace, this is an example of

51) _____

Supervision Concepts and Skill Building 11th edition Certo Test Bank

A) a gap in communication.
B) an empowering issue.
C) subtle discrimination.
D) supporting behavior.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking
AACSB : Diversity
Learning Objective : 01-04 Describe how the growing diversity of the workforce affects the supervisor

52) Choose the correct statement regarding workforce diversity.

52) _____

A) Almost everybody holds some stereotypes that consciously or unconsciously influence their behavior.
B) Questioning negative stereotypes rarely helps supervisors and other managers in improving employee attitudes, and thus should be avoided.
C) It is alright for managers to give preference to employees on the basis of their sex.
D) Mistaking an African American professional for someone with a less prestigious job cannot be considered a form of discrimination.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Topic : Types of Supervisory Skills
AACSB : Diversity
Learning Objective : 01-04 Describe how the growing diversity of the workforce affects the supervisor

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53) Chang works as a supervisor at Corpus Inc. He finds that Emily, the only female employee in the office, has difficulties communicating effectively with her colleagues because of subtle discrimination. In the context of dealing with discrimination, Chang must

53) _____

A) speak to Emily on a regular basis to alleviate the emotional and psychological effects of discrimination.
B) train Emily to deal with discrimination in an effective manner.
C) empower Emily with authority so that other employees respect her.
D) question negative stereotypes regarding Emily and ask the employees to avoid such remarks.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Topic : Types of Supervisory Skills
AACSB : Reflective Thinking
AACSB : Diversity
Learning Objective : 01-04 Describe how the growing diversity of the workforce affects the supervisor

54) Lorenzo works as a supervisor at NovaMachines Corp., a manufacturing firm. He finds that raw materials are being used ineffectively, as a result of which NovaMachines Corp. is incurring losses. He asks his subordinates to make appropriate changes to increase the efficiency of raw material utilization. In this scenario, Lorenzo is primarily engaged in the function of

54) _____

A) planning.
B) organizing.
C) controlling.
D) staffing.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

55) Deciding on a department's goals and how to meet them most accurately describes the function of

55) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Types of Supervisory Skills
Learning Objective : 01-05 Identify the general functions of a supervisor.

56) Christie works as a supervisor at Rubrics Inc. She is engaged in preparing a budget for her department, which includes all the expenditure made on furniture. Which of the following supervisory functions does this most accurately exemplify?

56) _____

A) planning
B) leading
C) organizing
D) controlling

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

57) Rhonda is the supervisor of the spare parts department at a car dealership. Her responsibilities include scheduling work for employees, setting deadlines, and delegating work on ordering and counting the inventory. Rhonda′s responsibilities can be best categorized as the supervisory function of

57) _____

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

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

58) The activities involved in identifying, hiring, and developing the necessary number and quality of employees can best be categorized as the management function of

58) _____

A) organizing.
B) staffing.
C) controlling.
D) leading.

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

59) Influencing employees to act (or not act) in a certain way is a primary part of the management function called

59) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Types of Supervisory Skills
Learning Objective : 01-05 Identify the general functions of a supervisor.

60) A vision will not become a reality unless employees know and want to do their part. _____, as a function of management, is primarily associated with this aspect.

60) _____

A) Leading
B) Organizing
C) Staffing
D) Controlling

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Supervision Concepts and Skill Building 11th Edition by Certo CH01

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

61) Monitoring performance and making needed corrections is the management function of
61) _____

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

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

62) Sandra works as the supervisor of the accounting department of Welfare Co. She notices that in the month of September, the expenditure on supplies was much more than the planned budget. She looks into the surplus expenditure and finds that she had approved a bulk purchase of supplies to take advantage of a volume discount. Sandra then makes appropriate corrections so that future expenditure on supplies is in line with the planned budget. In this scenario, Sandra is primarily engaged in the management function of
62) _____

A) controlling.
B) organizing.
C) leading.
D) staffing.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

63) On which of the following sets of management functions do higher-level managers usually spend most of their time?

63) _____

A) staffing and controlling
B) planning and organizing
C) staffing and organizing
D) organizing and controlling

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

64) Supervisors typically spend most of their time

64) _____

A) staffing and controlling.
B) planning and organizing.
C) staffing and organizing.
D) leading and controlling.

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

65) In the context of the controlling function of management, employees are motivated to improve their performance when

65) _____

A) they believe that the upper management cannot interfere in day-to-day operations.
B) they are encouraged to compete with each other when working on the team's goals.
C) they know what is expected of their department to achieve the goals of the company.
D) they believe that help and feedback are related to their true skills and performance.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

66) Organizing draws heavily on a supervisor's conceptual skills, but leading requires good _____ skills.

66) _____

A) technical
B) human relations
C) conceptual
D) decision-making

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

67) Abigail, a production manager at Teznek Inc., interviews and selects candidates who will work in her team. In this scenario, Abigail is mainly performing the _____ function.

67) _____

A) planning
B) organizing
C) staffing
D) leading

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

68) Bilal, a supervisor at BrainWare Corp., is given the task of organizing and setting up processes for a new department in his company. This new task will draw heavily on Bilal's _____ skills.

68) _____

A) human relations
B) conceptual
C) technical
D) motivational

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

69) Supervisors spend most of their time leading and controlling because

69) _____

A) other functions, like planning and organizing, are of no use to them.
B) these functions help them effectively deal with higher-level managers.
C) they communicate directly with the heads of other departments.
D) they work directly with the employees who are producing or selling a product.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

70) Ranjan, a professor at a university, teaches his management students about the ways to utilize resources and equipment in a job in order to achieve maximum efficiency and effectiveness. In the context of the functions of a supervisor, Ranjan discusses the _____ function.

70) _____

A) controlling
B) staffing
C) communicating
D) leading

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-05 Identify the general functions of a supervisor.
Topic : General Functions of the Supervisor

71) A supervisor's responsibilities include

71) _____

A) communicating only with superiors and subordinates.
B) conceptualizing projects and tasks.
C) projecting the future trends of a company.
D) providing an opportunity for employees to evaluate him or her.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

72) Identify the correct statement regarding supervisory responsibilities.

72) _____

A) Supervisors should keep their staff informed and up to date.
B) Supervisors should avoid having a sense of humor.
C) Supervisors should refrain from learning proper hiring practices.
D) Supervisors should keep vague employee records.

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

73) Which of the following terms refers to the practice of imposing penalties for failing to carry out responsibilities adequately and usually includes giving rewards for meeting responsibilities?

73) _____

A) controlling
B) accountability
C) benchmarking
D) sustainability

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

74) Because supervisors are responsible for building morale and carrying employee concerns to the relevant managers, they are expected to serve as a kind of _____ between employees and management.

74) _____

A) arbitrator
B) initiator
C) strategist
D) linchpin

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

75) Sarah, a supervisor at Zenair Inc., forgets to communicate the organization's sales targets for the day to her employees, which results in low sales performance. In the context of the responsibilities of a supervisor, Sarah failed to

75) _____

A) be accessible to those under supervision.
B) keep the staff informed and up to date.
C) specialize in her duties.
D) train her subordinates.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

76) Akira, a supervisor at Weld-on Inc., was required to work in place of his subordinate because of a shortage of personnel in the workforce. He did his work in an effective way. In the context of the responsibilities of a supervisor, Akira was good at

76) _____

A) being able to perform the duties of his subordinate.
B) adhering to anti-discrimination rules.
C) keeping in touch with his workplace standards.
D) providing an opportunity for his employees to evaluate him.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

77) Of the 20 sales executives at Orion Sales Inc., James is the only one to be promoted to the position of supervisor. However, he realizes that it will be difficult for him to exercise authority over his subordinates because they see him as a colleague. In order to acquire power, James should

77) _____

A) make immediate changes in the department.
B) associate with top-level managers to learn how to acquire power.
C) ask his boss to officially announce his new position in the company.
D) try to sort out any issues in the department all by himself.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

78) Jia, a sales executive, performs exceptionally well at her work. Bill, Jia′s supervisor, gives her monetary incentives for her outstanding performance. Bill is primarily exercising the _____ function of a supervisor.

78) _____

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A) loyalty
B) accountability
C) fairness
D) controlling

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-06 Explain how supervisors are responsible to higher management, employees, a
Topic : Responsibilities of the Supervisor

79) Salma is a new supervisor. She realizes that she lacks the necessary human relations skills to perform her job in an effective way. The best way for Salma to learn human relations skills is to

79) _____

A) associate with managers.
B) assign tasks and give feedback to subordinates.
C) read performance appraisals and observe the behavior of employees.
D) utilize authority to get work done.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

80) In the context of performing supervisory duties, the right to do certain things is known as

80) _____

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A) authority.
B) accountability.
C) power.
D) monitoring.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

81) In the context of performing supervisory duties, _____ is the ability to do certain things.

81) _____

A) power
B) authority
C) accountability
D) empowerment

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

82) Which of the following behaviors will allow a newly promoted supervisor to transition smoothly to a position of power?

82) _____

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A) focusing on evaluating the success of the whole team rather than of individuals
B) making changes quickly to the department to assert authority
C) communicating directly with more assertive employees to understand how the department feels
D) encouraging and teaching employees to manage tasks the supervisor handled before being promoted

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

83) Bob has been promoted to a supervisory position and will take charge of his work group in six months. He is anxious about his new position. In this scenario, Bob should focus on

83) _____

A) handing over all tasks to his subordinates.
B) preparing for the job.
C) seeking a better opportunity elsewhere.
D) obtaining and using power and authority.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

84) Which of the following would be a new supervisor's most reliable source of getting to know his or her new employees?

84) _____

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A) the top management
B) the performance appraisals of employees
C) the human resource department
D) the employees themselves

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

85) Isaac is promoted to the position of supervisor in his company. Later, he notices that Dexter, an employee, is jealous of his promotion because he was also a candidate for the supervisory position that was given to Isaac. Which of the following steps should Isaac take up in order to solve this issue effectively?

85) _____

A) speak about this issue to top-level executives
B) try to defuse the conflict by training Dexter to become a supervisor
C) neglect Dexter's feelings and perform his job with honesty
D) try to understand Dexter's perspective and ask for his support on important tasks

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

86) _____ skills are relatively important for first-level managers. Hence, most supervisors start out working in a department they now supervise.

86) _____

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A) Conceptual
B) Technical
C) Human relations
D) Decision-making

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

87) Jinny, a technical assistant at TechCare Inc., loves her job. She takes pride in the fact that she is knowledgeable about her job. However, she associates with very few people at the office and dislikes ordering or requesting others to perform tasks. She finds it difficult to communicate with her superiors. From this scenario, we can infer that Jinny would be a poor supervisor because she lacks

87) _____

A) conceptual skills to create strategies.
B) motivation to perform her job better.
C) the ability to inspire others to achieve their goals.
D) the ability to plan her tasks effectively.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

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88) Kathleen, a new supervisor at Fashions Co., finds it difficult to assign difficult tasks to her subordinates. She thinks her subordinates lack enough motivation to perform these jobs. Consequently, she performs the most difficult tasks at Fashions Co. all by herself. In the context of the characteristics of a successful supervisor, Kathleen lacks

88) _____

A) the desire for the job.
B) a positive attitude.
C) the ability to delegate.
D) communication skills.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

89) Ray loves his job as a technical service executive. He enjoys being creative when dealing with challenges. Ray is offered a supervisory position in his department because of his performance and enthusiasm. The new position is challenging, but he turns it down because it does not require creativity. In the context of the characteristics of a successful supervisor, Ray lacks

89) _____

A) the ability to control his employees.
B) a positive attitude toward the job.
C) the sense of loyalty.
D) the desire for the job.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

90) Jane, a supervisor at MotoDel Inc., often complains about her position in front of her subordinates. This results in poor productivity levels in her team. In the context of the characteristics of a successful supervisor, Jane lacks

90) _____

A) fairness in her approach toward subordinates.
B) the ability to delegate tasks effectively.
C) communication skills.
D) a positive attitude.

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

91) Jonathan, a new supervisor at Feedz Corp., has problems with assigning authority and tasks to different employees. He finds it difficult to match the skills of the employees with the tasks they perform. This affects the efficiency of his projects. In the context of the characteristics of a successful supervisor, Jonathan lacks

91) _____

A) the desire for the job.
B) the ability to delegate.
C) loyalty.
D) attitude.

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

92) A supervisor's commitment to employees and customers is significant because supervisors

92) _____

A) help top management in formulating long-term strategies.
B) act as initiators of ideas regarding product innovations.
C) play a critical role in cross-department communication.
D) inspire employees to do their best.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define what a supervisor is.
Topic : Supervision: A Historical Perspective
Bloom's : Understand
Difficulty : 2 Medium

93) Wilma, a supervisor at Star Insurance Inc., favors her employee, Jill, over other employees. She provides Jill with better opportunities to prove her potential, praises her incessantly, and assigns her the best projects. Which of the following characteristics of a successful supervisor is Wilma lacking?

93) _____

A) fairness
B) loyalty
C) communication skills
D) delegation skills

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Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

94) The characteristic of successful supervisors that involves listening to what employees have to say is known as

94) _____

A) fairness.
B) communication skills.
C) loyalty.
D) delegation skills.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

95) Assigning work to employees refers to which of the following characteristics of a successful supervisor?

95) _____

A) ability to delegate
B) ability to be fair
C) ability to be loyal
D) ability to have a positive attitude

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

96) Henry is an engineer in an aerospace company. He has excellent technical skills and enjoys his job, but he lacks interest in making plans and inspiring others to achieve their goals. Due to his superior technical ability, he is offered a promotion to a supervisory position. He turns out to be an unsuccessful supervisor. Which of the following characteristics of a successful supervisor did he lack?

96) _____

A) loyalty
B) communication skills
C) fairness
D) the desire for the job

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

97) Mark has been promoted to a supervisory position. He explains to the workers what their job is but fails to provide them with feedback about their performance. Due to this, the workers keep making the same mistakes over and over again. Which of the following characteristics of a successful supervisor should Mark have to become a better supervisor?

97) _____

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A) loyalty
B) ability to delegate
C) fairness
D) communication skills

Question Details
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Reflective Thinking
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

98) Describe management functions according to Henri Fayol.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Topic : Supervision: A Historical Perspective
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-02 Summarize research findings that have led to basic ideas of what managers

99) Describe the activities a manager typically performs according to the classic view of management skills.

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Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the basic types of supervisory skills.
Topic : Types of Supervisory Skills

100) How should a supervisor manage a diverse workforce? What are the opportunities and challenges?

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Topic : Types of Supervisory Skills
AACSB : Diversity
Learning Objective : 01-04 Describe how the growing diversity of the workforce affects the supervisor

101) Discuss the changes that a person goes through when he or she gets promoted to a supervisory position.

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-07 Describe the typical background of someone who is promoted to supervisor.
Topic : Becoming a Supervisor

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102) How can supervisors be loyal and fair at their work?

Question Details
AACSB : Analytic
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-08 Identify characteristics of a successful supervisor.
Topic : Characteristics of a Successful Supervisor

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Answer Key

Test name: CH01

1) FALSE
2) FALSE
3) TRUE
One of the functions of a supervisor includes planning. Planning involves setting department goals and determining how to meet them.

4) FALSE
Supervisors are responsible for executing the duties assigned to them by higher-level managers. They must give managers timely and accurate information for planning. They also must provide managers updates about the department's performance.

5) TRUE
One of the important responsibilities of supervisors is to coordinate with coworkers in other departments. They should respond promptly when a coworker in another department requests information. They should share ideas that will help the organization's departments work together to accomplish common goals.

6) TRUE
7) TRUE
8) D
A supervisor is a manager at the first level of management, which means the employees reporting to the supervisor are not managers.

9) B

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

10) C
In this scenario, Debra is a supervisor. A supervisor is a manager at the first level of management. This means the employees who report to the supervisor are not managers.

11) B
Managing at the supervisory level means ensuring that the employees in a particular department are performing their jobs so that the department will contribute its share to accomplishing the organization's goals. Usually, supervisors focus on day-to-day problems and goals to be achieved in one year or less.

12) A
A supervisor's main task is to improve the efficiency of work to achieve a department's goals. A supervisor must focus on efficiency, functions to be performed, and people.

13) B
According to Abraham Maslow's hierarchical pattern of needs, the most basic needs of any human being are physiological needs, such as food and shelter.

14) C

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According to Abraham Maslow's hierarchical pattern of needs, the final part of the hierarchy includes self-actualization, which includes an attitude of acceptance, a lack of racial biases, and creativity.

15) B
Henri Fayol, a French industrialist, is often regarded as the pioneer of administrative theory. The ideas that he generated relative to general management principles are still considered to be important among contemporary thinkers.

16) A
Frederick W. Taylor is often referred to as the "father of scientific management." Taylor believed that in order to improve efficiency, it is important to consider the best way in which a job could be completed.

17) A
According to Maslow's hierarchy of needs, the self-actualization stage includes an attitude of acceptance, a lack of racial biases, and creativity.

18) C
Abraham Maslow recognized that people have different sets of needs that are met in a hierarchical pattern. Based upon Maslow's findings, supervisors must help workers to satisfy their personal needs while being productive in organizations.

19) D
Because they deal directly with employees and have knowledge about an organization's customers, supervisors emphasize a people orientation. This focus recognizes that the quality of an organization is often affected by the quality of interactions among its members.

20) C

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In the context of the modern view of management skills, sustainability refers to a business's ability to operate with minimal impact on the environment.

21) C
Conceptual skills involve the ability to see the relationship of the parts to the whole and to one another. For a supervisor, conceptual skills include recognizing how a department's work helps the entire organization achieve its goals and how the work of various employees affects the performance of the department as a whole.

22) D
Mary knows the procedures and techniques of sewing, which are technical skills. Technical skills are the specialized knowledge and expertise used to carry out particular techniques or procedures.

23) A
For a supervisor, conceptual skills include recognizing how a department's work helps an entire organization achieve its goals and how the work of various employees affects the performance of the department as a whole.

24) B
The degree to which technical skills, conceptual skills, and decision-making skills are required varies with the level of management. Human relations skills, however, are almost equally significant at all levels of management.

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

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26) D
In the context of important managerial skills, the external monitoring set of skills requires the ability to analyze information about events, trends, and changes in the external environment to identify threats and opportunities for a work unit.

27) A
Monitoring operations primarily involves checking on the progress and quality of the work and evaluating individual and unit performance.

28) A
Consulting primarily involves checking with people before making decisions that affect them, encouraging participation in decision making, and using the ideas and suggestions of others.

29) B
In the context of skills of successful managers, supporting requires being considerate, showing sympathy and support when someone is upset or anxious, and providing encouragement and support when a task is difficult or stressful.

30) D
Recognizing involves providing praise and recognition for effective performance, significant achievements, special contributions, and performance improvements.

31) D
Alan is utilizing his developing skills. Developing is a skill that successful managers should possess. It involves providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills.

32) A

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In the context of skills of successful managers, empowering involves allowing substantial responsibility and discretion in work activities and trusting people to solve problems and make decisions without getting approval first.

33) D
In the context of skills of successful managers, envisioning change involves presenting an appealing description of desirable outcomes that the unit can achieve and describing a proposed change with enthusiasm and conviction.

34) B
In the context of skills of successful managers, making sacrifices to encourage and promote desired outcomes in an organization is part of taking risks for change.

35) C
In the context of skills of successful managers, encouraging innovative thinking involves challenging people to question their assumptions about the work and consider better ways of doing it.

36) D
Task-related activities are efforts to carry out critical management-related duties, such as planning, setting objectives for employees, and monitoring performance.

37) C
People-related activities involve efforts to manage people, such as by providing support and encouragement, recognizing contributions, developing employees' skills, and empowering employees to solve problems.

38) D

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Change-related activities involve efforts to modify components of the organization, such as monitoring the environment to detect a need for change, proposing new tactics and strategies, encouraging others to think creatively, and taking risks to promote needed changes.

39) B

According to the modern view of management skills, the activities performed by Melissa are task-related activities. They involve efforts to carry out critical management-related duties, such as planning, setting objectives for employees, and monitoring performance.

40) C

Clarifying roles involve assigning tasks and explaining job responsibilities, task objectives, and performance expectations. This helps in the delegation of authority.

41) A

Short-term planning involves determining how to use personnel and other resources to accomplish a task efficiently and determining how to schedule and coordinate activities efficiently.

42) D

In this scenario, Mark is supportive of his employees, encourages them to solve problems innovatively, and recognizes and rewards their efforts. In the context of the modern view of management skills, his efforts would be categorized under people-related activities. People-related activities involve efforts to manage people, such as by providing support and encouragement, recognizing contributions, developing employees' skills, and empowering employees to solve problems.

43) B

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Ben used human relations skills to communicate effectively and understand the customer. Human relations skills are the skills required to work effectively with other people and perform other tasks, such as inspiring employees and defusing conflicts. These skills include the ability to communicate with, motivate, and understand people.

44) A

The developing skills of a manager involve providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills.

45) B

Ray is primarily utilizing consulting skills in this scenario. Consulting skills involve checking with people before making decisions that affect them, encouraging participation in decision making, and using the ideas and suggestions of others.

46) D

In this scenario, Maya has good conceptual skills. Supervisors with good conceptual skills have the ability to see the relationship of the parts to the whole and to one another. For a supervisor, conceptual skills include recognizing how the department's work helps an entire organization achieve its goals and how the work of various employees affects the performance of a department as a whole.

47) C

Here, Gary's skills can be categorized as technical skills, because he is skilled at keeping accurate records and work-related techniques. Technical skills are the specialized knowledge and expertise used to carry out particular techniques or procedures. To be "technical," skills do not have to be mechanical or scientific; they can involve any work-related technique or procedure.

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48) B
Michelle is primarily engaged in external monitoring. The external monitoring skill involves analyzing information about events, trends, and changes in the external environment to identify threats and opportunities for the work unit.

49) B
By teaching Steven how to deal with customers on his own, Elizabeth can help him develop his skills. As a skill of successful managers, developing involves providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills.

50) A
Encouraging innovative thinking involves challenging people to question their assumptions about the work they do and consider better ways of doing it. In this scenario, Aubrey challenges her employees to constantly evaluate their methods of working and develop better ways of working.

51) C
In this scenario, Margaret faces subtle discrimination at her workplace. Subtle forms of discrimination can include conscious or unconscious stereotyping, ignoring the input from the only woman at a meeting, and mistaking an African American professional for someone with a less prestigious job.

52) A

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Subtle forms of discrimination persist in every workplace, and everybody holds some stereotypes that consciously or unconsciously influence their behavior. The subtle discrimination that results may include ignoring the input from the only woman at a meeting or mistaking an African American professional for someone with a less prestigious job.

53) D

In this scenario, Chang must question negative stereotypes regarding Emily and ask the employees to avoid such remarks. In the case of subtle discrimination, supervisors and other managers can use several tactics to improve attitudes. One of these is to question negative stereotypes. When an employee makes an offensive comment, a supervisor should point out the damage it does and ask the employee to avoid such remarks in the future.

54) C

In this scenario, Lorenzo is primarily engaged in the function of controlling. When something goes wrong, a supervisor must find a way to fix the problem or enable employees to do so. Monitoring performance and making needed corrections is the management function of controlling.

55) A

A supervisor's job includes determining a department's goals and the ways to meet them. This is the function of planning.

56) A

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Christie is engaged in the function of planning. The planning function involves determining a department's goals and the ways to meet them. The purpose of planning by supervisors is to determine how a department can contribute to achieving an organization's goals. This includes planning how much money to spend.

57) C

Rhonda's responsibilities can be categorized as the supervisory function of organizing. Organizing involves setting up a group, allocating resources, and assigning work to achieve goals efficiently. At the supervisory level, organizing usually involves activities such as scheduling projects and assigning duties to employees.

58) B

In the context of supervisory functions, the staffing function involves identifying, hiring, and developing the necessary number and quality of employees.

59) A

The supervisor is responsible for letting employees know what is expected of them and inspiring and motivating employees to do good work. Influencing employees to act (or not act) in a certain way is the function of leading.

60) A

Even if a supervisor has the clearest and most inspired vision of how a department and its employees should work, this vision will not become a reality unless employees know and want to do their part. Influencing employees to act (or not act) in a certain way is the function of leading.

61) D

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A supervisor needs to know what is happening in a department. When something goes wrong, the supervisor must find a way to fix the problem or enable employees to do so. Monitoring performance and making needed corrections is the management function of controlling.

62) A
Sandra is primarily engaged in controlling. When something goes wrong, a supervisor must find a way to fix the problem or enable employees to do so. Monitoring performance and making needed corrections is the management function of controlling.

63) B
In the context of management functions, higher-level managers are responsible for setting the overall direction for an organization; thus, they spend more time on planning and organizing.

64) D
Typically, supervisors spend most of their time leading and controlling, because they work directly with the employees who are producing or selling a product or providing support services. Planning, staffing, and organizing take up less of a supervisor's time.

65) D
In the context of the controlling function of management, when employees believe that help and feedback are related to their true skills and performance, they are more motivated to improve.

66) B
Organizing draws heavily on a supervisor's conceptual skills, but leading requires good human relations skills. The supervisor needs to be aware of and use behaviors that employees respond to as he or she desires.

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67) C
In this scenario, Abigail is mainly performing the staffing function. A supervisor needs qualified employees to carry out the tasks that he or she has planned and organized. The activities involved in identifying, hiring, and developing the necessary number and quality of employees are known as the function of staffing.

68) B
This new task will draw heavily on Bilal's conceptual skills. Organizing draws heavily on a supervisor's conceptual skills. The function of organizing involves determining how to set up a group, allocating resources, and assigning work to achieve goals efficiently.

69) D
Supervisors work directly with the employees who produce or sell a product or provide support services. This is the reason why they spend most of their time leading and controlling people.

70) A
Ranjan instructs his students on the controlling function. Certain aspects of controlling relate back to planning. A good supervisor does not just plan to meet goals, but also finds ways to best utilize the people and the equipment available in order to meet or exceed goals.

71) D
It is the responsibility of a supervisor to provide an opportunity for employees to evaluate him or her.

72) A
One of the responsibilities of supervisors is to keep their staff informed and up to date.

73) B

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Accountability refers to the practice of imposing penalties for failing to carry out responsibilities adequately, and it usually includes giving rewards for meeting responsibilities.

74) D
Supervisors are expected to serve as a kind of linchpin, or bridge, between employees and management. Thus, their responsibilities include building morale and carrying employee concerns to the relevant managers.

75) B
In this scenario, Sarah failed to keep her subordinates informed about the organization's targets. Keeping staff informed and up to date is one of the responsibilities of a supervisor.

76) A
Akira was good at performing the duties of his subordinate. One of the important responsibilities of a supervisor is to be able to perform the duties of the employees he or she supervises.

77) C
James should ask his boss to officially announce his new position in the company. To acquire power upon assuming the job of supervisor, it may help to have the new supervisor's boss make an official announcement of the promotion. When accepting the job, a supervisor can ask his or her boss to announce the promotion at a meeting of the employees.

78) B
Bill is exercising the accountability trait of a supervisor. Accountability refers to the practice of imposing penalties for failing to carry out responsibilities adequately, and it usually includes giving rewards for meeting responsibilities.

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79) C
The best way for Salma to learn human relations skills is to read performance appraisals and observe the behavior of employees. A new supervisor can learn about management and supervision through books and observation. He or she can think about ways to carry out the role of supervisor.

80) A
In the context of performing supervisory duties, the right to do certain things is known as authority.

81) A
Power is the ability to do certain things.

82) D
Often, a new supervisor takes on his or her position as a result of promotion. The supervisor can transition smoothly to a position of power by acting in certain ways. One way is to encourage and teach employees to manage tasks the supervisor once handled, which builds a stronger work group and encourages employees to accept authority and responsibility.

83) B
Here, Bob should focus on preparing for the job and think about ways to carry out the role of supervisor. One way to combat the anxiety is to prepare for the job. A new supervisor can learn about management and supervision through books and observation.

84) D

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To get to know employees, a supervisor can talk to his or her own manager and read performance appraisals, but the most reliable sources of information are the employees themselves. Particularly in the early days on the job, a supervisor should take time to discuss goals with employees and observe their work habits.

85) D

Isaac should try to understand Dexter's perspective and ask for his support in important tasks. A supervisor may learn that one or more employees had been candidates for the supervisor's job and therefore may be jealous. One constructive approach that a supervisor might take to this problem is to acknowledge the other person's feelings, ask for the employee's support, and discuss his or her long-term goals.

86) B

Most supervisors start out working in a department they now supervise. Because technical skills are relatively important for first-level managers, the person selected to be supervisor is often an employee with a superior grasp of the technical skills needed to perform well in the department.

87) C

In this scenario, Jinny would be a poor supervisor because she lacks the ability to inspire others to achieve their goals. Some employees are happier carrying out the technical skills of their field, whether it is carpentry, respiratory therapy, or financial management. People who prefer this type of work to the functions of managing will probably be happier if they turn down an opportunity to become a supervisor. In contrast, people who enjoy the challenge of making plans and inspiring others to achieve goals are more likely to be effective supervisors.

88) C

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Kathleen lacks the ability to delegate. To be successful, supervisors must be able to delegate, that is, give their employees authority and responsibility to carry out activities. Since supervisors tend to have excellent technical skills, delegating may be a challenge.

89) D

In this scenario, Ray lacks the desire for the job. A successful supervisor must want the job. Some people are happier carrying out the technical skills of their field, whether it is carpentry, respiratory therapy, or financial management. People like Ray, who prefer this type of work to the functions of managing, will probably be happier if they turn down an opportunity to become a supervisor.

90) D

Jane has a negative attitude toward her position, which results in poor performance by her team. A successful supervisor has a positive attitude. Employees tend to reflect the attitudes of the people in charge. When the supervisor's attitude toward work, the organization, and change required by modern trends is positive, employees are more likely to be satisfied with and interested in their work.

91) B

In this scenario, Jonathan lacks the ability to delegate. To be successful, supervisors must be able to delegate, that is, give their employees authority and responsibility to carry out activities. The employees' successes show that the supervisor is able to select and motivate employees as well as delegate effectively.

92) D

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A supervisor's commitment to employees and customers is significant because supervisors are critically important to their organizations. Supervisors inspire employees to do their best. By motivating employees to perform at their peak, the supervisor enables an organization to benefit from their commitment, talent, and enthusiasm.

93) A

Wilma lacks the trait of being fair. Successful supervisors who are fair treat all employees equally and have high expectations from all employees. They make assignments and decisions in the interest of the organization's goals, and not on the basis of whom they like.

94) B

Supervisors need to be good communicators. Employees and bosses alike depend on supervisors to keep them informed of what is happening. Employees who receive clear guidance about what is expected of them will not only perform better but also be more satisfied with their jobs. Good communication also includes making contact with employees each day and listening to what they have to say.

95) A

Delegation of authority means giving employees authority and responsibility to carry out activities. A good supervisor must be able to delegate authority effectively.

96) D

Henry lacked a desire for the job. A successful supervisor must want the job. Some people are happier carrying out the technical skills of their field, whether it is carpentry, respiratory therapy, or financial management. People who prefer this type of work to the functions of managing will probably be happier if they turn down an opportunity to become a supervisor.

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97) D

Mark needs to practice better communication skills. Supervisors also need to be good communicators. Employees and bosses alike depend on a supervisor to keep them informed of what is happening. Employees who receive clear guidance about what is expected of them will not only perform better but also be more satisfied with their jobs.

98) Henri Fayol (1841–1925), a French industrialist, is often regarded as the pioneer of administrative theory. The ideas that he generated relative to general management principles are still considered to be important among contemporary thinkers. Mr. Fayol asserted that all managers have primary management functions to perform in organizations. These functions include:

- Planning: Setting goals for an organization, and developing an overall strategy for achieving the goals
- Organizing: Assigning tasks to specific members of the organization
- Leading: Motivating the employees of the organization to achieve the tasks that were given to them, as well as handling conflicts as they arise
- Controlling: Overseeing the various tasks that are being completed and ensuring that they are done in the expected manner; making sure that things go as planned

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99) The activities a manager typically performs can be categorized into three groups:

- Task-related activities: Efforts to carry out critical management-related duties, such as planning, setting objectives for employees, and monitoring performance.
- People-related activities: Efforts to manage people, such as by providing support and encouragement, recognizing contributions, developing employees' skills, and empowering employees to solve problems.
- Change-related activities: Efforts to modify components of the organization, such as monitoring the environment to detect a need for change, proposing new tactics and strategies, encouraging others to think creatively, and taking risks to promote needed changes.

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100) Good human relations skills are especially important in today's environment because of the increasing diversity of the U.S. workforce. While the share of white men in the workforce declines, the share of black, Hispanic, and Asian workers is expected to rise. Women are entering the workforce at almost the same rate as men. In addition, the decade of the 2030s, when all the Baby Boomers will be 65 and older, will represent a turning point in the composition of the U.S. population as one in five people in the nation will be of retirement age or older.

Together, these changes mean that supervisors can expect to have more employees who are female, nonwhite, and experienced—perhaps senior citizens holding a job after retirement. This growing diversity enables supervisors to draw on a greater variety of talent and gain insights into more perspectives than ever before.

Although diversity is not a new issue, the even greater diversity expected in the U.S. workforce of the future—coupled with laws and policies intended to ensure fair treatment of various groups—requires supervisors to work successfully with a much wider variety of people. Some of the people from other backgrounds may be the supervisor's own managers, partly owing to today's global economy.

101) Becoming a supervisor marks a big change in a person's work life. The new supervisor suddenly must use more human relations and conceptual skills and devote more time to planning ahead and keeping an eye on the department's activities.

Also, a change occurs in the supervisor's relationships with the employees in the department. Instead of being one of the crowd, the supervisor becomes a part of management—even the target of blame or anger when employees resent company policies. All these changes are bound to lead to some anxiety. It is natural to wonder whether you are qualified or how you will handle the problems that surely will arise.

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102) Successful supervisors are loyal. As a part of the management team, they must take actions that are best for an organization. This responsibility may include making decisions that are unpopular with employees. In such situations, supervisors must recognize that taking on a supervisory job means they cannot always be "one of the gang."

Successful supervisors are fair. Supervisors who play favorites or behave inconsistently will lose the support and respect of their employees and not be able to lead effectively. Also, when supervisors make assignments and decisions on the basis of whom they like best, they will not necessarily make the assignments and decisions best suited to the organization. Another aspect of being fair is to follow the rules yourself. The supervisor can set a good example, for instance, by being on time and refraining from doing personal tasks on the job or taking supplies home.

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