

Chapter 01: Supervisory Management Roles and Challenges

1. An organization is formed whenever a group of people join together in a structured situation to achieve a common objective.

- a. True
- b. False

ANSWER: True

2. The main objective of an organization is to produce a product or provide a service.

- a. True
- b. False

ANSWER: True

3. Marketing is the selling or distribution of an organization's products or services.

- a. True
- b. False

ANSWER: True

4. Management does not perform the basic organizational activity of "financing" in not-for-profit organizations.

- a. True
- b. False

ANSWER: False

5. Small firms do not require management as they have lesser number of employees than larger firms.

- a. True
- b. False

ANSWER: False

6. The basic resources that any organization has are physical resources, human resources, and financial resources.

- a. True
- b. False

ANSWER: True

7. Responsibility is the right to tell others to act or not act in order to reach objectives.

- a. True
- b. False

ANSWER: False

8. Individuals at lower levels of the organization have more authority and responsibility than those at higher levels.

- a. True
- b. False

ANSWER: False

9. The CEO of a company would belong to its top management.

- a. True
- b. False

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ANSWER: True

10. Supervisory management controls the operations of larger organizational units.

- a. True
- b. False

ANSWER: False

11. Employees interact most with the managers in the middle management.

- a. True
- b. False

ANSWER: False

12. The planning function of managers involves securing needed training to upgrade members' skills.

- a. True
- b. False

ANSWER: False

13. The organizing function of a manager involves deciding what activities are needed to reach goals and dividing human resources into work groups to achieve those goals.

- a. True
- b. False

ANSWER: True

14. The leading function of a manager involves guiding, influencing, and motivating employees in the performance of their duties and responsibilities.

- a. True
- b. False

ANSWER: True

15. Planning is the management function which involves comparing actual performance with planned performance to see that objectives are achieved.

- a. True
- b. False

ANSWER: False

16. All the other basic managerial functions depend on the planning function of management.

- a. True
- b. False

ANSWER: True

17. Controlling comprises the process of recruiting, selecting, training, and paying people to do the organization's work.

- a. True
- b. False

ANSWER: False

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18. Top managers particularly need strong conceptual skills, because changes affecting the organization tend to be more important at their level than at other managerial levels.

- a. True
- b. False

ANSWER: True

19. When a manager acts as a leader he is playing the interpersonal role.

- a. True
- b. False

ANSWER: True

20. Administrative skills consist of the ability to understand other people and interact effectively with them.

- a. True
- b. False

ANSWER: False

21. Human relations skills are important for all levels of management, but are especially important at the supervisory level of management.

- a. True
- b. False

ANSWER: True

22. Top managers need more technical skills than supervisors.

- a. True
- b. False

ANSWER: False

23. While choosing a manager an organization should always choose and appoint the best performer.

- a. True
- b. False

ANSWER: False

24. An inside candidate understands the organization and its culture; therefore, it is a good practice to promote inside candidates to management positions.

- a. True
- b. False

ANSWER: True

25. The three major types of relationships that comprise the supervisor's "relationship network" are personal, organizational, and internal.

- a. True
- b. False

ANSWER: True

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26. A traditional view of a supervisor's job includes sharing responsibility for results.

- a. True
- b. False

ANSWER: False

27. Studies have found that the behavior of "exceptional" and "average" supervisors is essentially identical.

- a. True
- b. False

ANSWER: False

28. The percentage of employees who are 55 or older is decreasing.

- a. True
- b. False

ANSWER: False

29. The glass ceiling is an invisible barrier that limits the advancement of women within an organization.

- a. True
- b. False

ANSWER: True

30. Reinventing involves organizations dramatically changing such elements as their size, organizational structure, and markets.

- a. True
- b. False

ANSWER: True

31. Less direct supervision is required as organizations seek to empower their employees.

- a. True
- b. False

ANSWER: True

32. An organization's main objective is to:

- a. prevent the export of its products.
- b. produce a product or provide a service.
- c. acquire companies that make similar products and establish a monopoly in the market.
- d. fund the government to support all social causes.

ANSWER: b

33. Which of the following is true of the basic organizational activities?

- a. Operations involves the selling and distribution of the organizations' products in the defined market.
- b. Financing involves the providing and using of funds to produce and distribute an organization's product.
- c. Marketing involves the manufacture of products or services of the organization.
- d. Marketing activities are not performed in small companies and companies that do not work for profit.

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ANSWER:

b

34. Machinery comprises the _____ of an organization.

- a. human resources
- b. financial resources
- c. physical resources
- d. natural resources

ANSWER:

c

35. _____ is the obligation that is created when an employee accepts a manager's delegated authority.

- a. Exemption
- b. Responsibility
- c. Adaptability
- d. Compatibility

ANSWER:

b

36. Which of the following is true of the different levels of management?

- a. Individuals at the higher levels of the organization have the least responsibility.
- b. The middle management employees have the highest authority in the organization.
- c. The operative employees of an organization belong to the middle management.
- d. Rank-and-file employees have the most interaction with the supervisory management.

ANSWER:

d

37. Which of the following levels of management represents an organization's primary link with most of its employees?

- a. Supervisory management
- b. Middle management
- c. Top management
- d. Chief executive level

ANSWER:

a

38. The _____ management has control over the operations of small units such as production lines or offices.

- a. chief executive level
- b. top
- c. middle
- d. supervisory

ANSWER:

d

39. Which of the following describes the function of recruiting, selecting, training, developing, promoting, and paying people to do the organization's work?

- a. Leading
- b. Controlling
- c. Staffing

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d. Organizing

ANSWER:

c

40. _____ particularly need strong conceptual skills because changes affecting the organization tend to be more important at their level than at other managerial levels.

- a. Middle managers
- b. Top managers
- c. Intermediate managers
- d. Supervisory managers

ANSWER:

b

41. Human relations skills are most needed in performing the _____ function of managers because they involve communicating with, motivating, coaching, empowering, and facilitating employees, as well as relating to other people.

- a. leading
- b. accounting
- c. financing
- d. subsidizing

ANSWER:

a

42. Typically, _____ spend a larger proportion of their time in leading, that is, “working with their people directly.”

- a. company directors
- b. top managers
- c. supervisory managers
- d. chief executive officers

ANSWER:

c

43. Which of the following management functions is performed more by top management?

- a. Planning
- b. Organizing
- c. Controlling
- d. Leading

ANSWER:

a

44. _____ is the management function typically performed by supervisory managers.

- a. Planning
- b. Leading
- c. Financing
- d. Budgeting

ANSWER:

b

45. When a manager greets department visitors or attends ceremonies, he or she is playing the role of:

- a. liaison.
- b. negotiator.

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- c. figurehead.
- d. monitor.

ANSWER:

c

46. When a manager acts as a resource allocator, he or she is involved in:

- a. resolving employee conflicts.
- b. representing the department at weekly meetings.
- c. preparing a budget for the department.
- d. negotiating with a difficult customer.

ANSWER:

c

47. Technical skills are more important for _____ since they are closer to the actual work being performed.

- a. top managers
- b. middle managers
- c. intermediate managers
- d. supervisory managers

ANSWER:

d

48. Besides technical skills, which of the following skills does a person require in order to be an effective trainer?

- a. Human relations skills
- b. Administrative skills
- c. Negotiation skills
- d. Resource allocation skills

ANSWER:

a

49. Ending a team meeting because of diminished energy/interest by participants is an example of the use of _____ of a manager.

- a. technical intelligence
- b. resource allocation skills
- c. negotiation skills
- d. emotional intelligence

ANSWER:

d

50. When a manager resolves employee conflicts, he or she acts as a:

- a. resource allocator.
- b. disturbance handler.
- c. disseminator.
- d. liaison.

ANSWER:

b

51. Emotional intelligence involves the use of _____ skills along with human relations skills.

- a. administrative
- b. conceptual

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- c. technical
- d. human relations

ANSWER:

b

52. Internal promotions:

- a. are preferred because the new manager has prior knowledge of the tasks required and understands the organization and its culture better.
- b. are not preferred because the management usually does not have knowledge of the employee's past record of accomplishment.
- c. occur when companies employ temporary employees to help complete a project and then lay them off once the project is completed.
- d. occur when companies employ managers from other companies for a limited time period to oversee a project as their own managers have failed to deliver.

ANSWER:

a

53. The major individuals and groups with whom the supervisor interacts comprise the supervisor's _____.

- a. human relations pyramid
- b. relationships network
- c. emotional network
- d. professional pyramid

ANSWER:

b

54. A supervisor's relationship with governmental authorities is a type of _____.

- a. personal relationship
- b. external relationship
- c. peer relationship
- d. employee-to-manager relationship

ANSWER:

b

55. Which of the following is true of supervisory managers?

- a. Increasing operation costs is one of the goals of supervisors.
- b. Supervisors serve as the management's representative but not spokespersons for employees as this role is played by the union stewards.
- c. Supervisors always aim to obtain quality and quantity production while maintaining good human relationships.
- d. The knowledge and skills required today to perform most supervisory jobs have greatly decreased from 25 years ago.

ANSWER:

c

56. Which of the following is true of the current trends in diversity of the workforce?

- a. The number of white males in the U.S. workforce is increasing as compared to the people from other races.
- b. Men and women are entering the workforce at the same rate, but the men who have been in the workforce for long are retiring at a faster rate.
- c. The glass ceiling refers to the invisible barrier that limits workers, both men and women, belonging to ethnic

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and racial minority groups from advancing in an organization.

d. The employment rates of racial and minority groups are decreasing in the U.S.

ANSWER:

b

57. _____ means granting employees authority to make key decisions within their enlarged areas of responsibility.

- a. Empowerment
- b. Resource allocation
- c. Manipulation
- d. Acknowledgement

ANSWER:

a

58. When the organization strives to become leaner and more efficient by reducing the workforce and consolidating departments and work groups, the practice is called:

- a. distribution.
- b. downsizing.
- c. globalizing.
- d. linking.

ANSWER:

b

59. The measurement of the amount of input needed to generate a given amount of output is known as:

- a. managerial ethics.
- b. authority.
- c. productivity.
- d. quality.

ANSWER:

c

60. Why is management needed in all organizations?

ANSWER: Organizations are the means by which people get things done. The process of management is required to combine and coordinate the efforts of the members of the organization. Without management, people in the group would go off on their own and try to reach the organization's objectives independently of other group members.

61. List and define the three basic resources of any organization.

ANSWER: The three basic resources of an organization are human resources, physical resources, and financial resources. Human resources are the people an organization requires for operations. Physical resources are the items an organization requires for operations. Financial resources are money, capital, and credit an organization requires for operations.

62. Discuss the relationship between managerial level and authority and responsibility.

ANSWER: Except in very small organizations, the different levels of management are usually based on the amount of responsibility and authority required to perform the job. Individuals at higher levels of the organization have more authority and responsibility than those at lower levels. Authority and responsibility increase as one moves from the nonmanagerial level into the managerial ranks and then into the higher managerial levels.

63. What are the three levels of management found in most businesses? Give an example of the responsibilities at each

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level.

ANSWER: The three levels of management found in most businesses are: top management, middle management, and supervisory management.

Top management is responsible for the overall operations of the entire organization or oversees a major segment of the organization or basic organizational activity. *Middle management* is responsible for a substantial part of the organization, such as a program, division, or plant. *Supervisory management* has control over the operations of a smaller organizational unit such as a production line or office.

64. List and define the five managerial functions.

ANSWER: Managerial functions are the broad classification of activities that all managers perform. The following five separate but interrelated basic functions must be performed by any manager at any level in any organization. *Planning* involves selecting future courses of action and deciding how to achieve desired *results*. *Organizing* is deciding what activities are needed to reach goals, dividing human resources into work groups, and assigning each group to a manager. *Staffing* is the process of recruiting, selecting, developing, promoting, and rewarding people to do the organization's work. *Leading* involves conducting, guiding, influencing, and motivating employees in the performance of their duties and responsibilities. *Controlling* involves comparing actual performance with planned performance and taking corrective action, if needed, to ensure that objectives are achieved.

65. What are the four basic skills required by managers? Which of these skills is needed more by supervisors than other managers?

ANSWER: The four basic skills needed by managers are:

1. Conceptual skills
2. Human relations skills
3. Administrative skills
4. Technical skills

Conceptual skills involve the ability to acquire, analyze, and interpret information in a logical manner. *Human relations skills* consist of the ability to understand other people and to interact effectively with them. *Administrative skills* are the ability to establish and follow policies and procedures, and to process paperwork in an orderly manner. *Technical skills* include understanding and being able to supervise effectively the specific processes, practices, or techniques required of specific jobs in the company. *Technical skills* are needed more by supervisors than by other managers.

66. What are the advantages of promoting supervisors from within?

ANSWER: Internal promotions make sense for at least three reasons. First, an inside candidate understands the organization and its culture. In addition, if promoted within the same department, he or she will know the tasks required, the personnel, fellow supervisors, and likely the new boss. Second, management has firsthand knowledge of the employee's record of accomplishment and can use this as a predictor of success. Third, to promote someone internally serves as a reward and as an incentive for those employees who have an interest in management and demonstrate management potential.

67. Discuss the various relationships that supervisors develop while working with various groups.

ANSWER: Supervisors' personal relationships affect their frame of mind and attitudes in the workplace, and influence their relationships with others. They have supervisor-to-employee, horizontal relationships with peer supervisors and union steward, and a supervisor-to-manager relationship with their own boss. There are also external relationships with people outside the firm.

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68. Describe the difference between "exceptional" and "average" supervisors.

ANSWER: Exceptional supervisors:

- (1) Are competent, caring, and committed both to getting the job done and to supporting their employees.
- (2) Push for high quality, provide clear direction, and motivate employees with timely, accurate feedback.
- (3) Willingly share information with personnel.
- (4) Are committed to teamwork and employee participation in the department's decisions.
- (5) Share skills and knowledge willingly and see their role as one of coach rather than driver.
- (6) Understand what is involved beyond their own units, from the broader perspectives of the plant.
- (7) Take the initiative in implementing changes and new approaches.

Average supervisors

- (1) Set narrowly defined goals and have more specific performance standards.
- (2) Are less attuned to the plant's overall goals and focus more narrowly on their own unit.
- (3) Provide less information or feedback about performance to their work groups.
- (4) Are less flexible, less innovative, and less willing to change.
- (5) Maintain tighter controls and are uncomfortable practicing participative management.

69. List the current trends challenging supervisors.

ANSWER: The significant trends challenging supervisors are as follows: (1) dealing with a more diverse work force, (2) emphasizing team performance, (3) coping with exploding technology, (4) adjusting to occupational and industry shifts, (5) meeting global challenges, (6) improving quality and production, (7) improving ethical behavior, and (8) responding to crises.