

CHAPTER 2—THE MANAGERIAL FUNCTIONS

TRUE/FALSE

1. A supervisor is an employee's primary contact with management.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

2. The supervisory role is a difficult and demanding role because supervisors are people “in the middle.”

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

3. Many companies are using the terms "associate" or "team member" in place of "supervisor."

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

4. When most companies appoint a new supervisor, the supervisor is selected based on his/her technical competence, willingness to work hard, and prior performance.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

5. Technical skills involve the ability to plan, organize, and coordinate activities.

ANS: F PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Knowledge

6. Conceptual skills include the ability to ascertain the hidden rules of an organization.

ANS: F PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-2 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Knowledge

7. The ability to work with people is an important human relations skill.

ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-2 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Knowledge

8. Administrative skills include the ability to plan, organize, and coordinate the activities of a work group.

ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-2 NAT: BUSPROG: Analytic

STA: DISC: Operations Management KEY: BLOOM'S: Knowledge

9. The only skills a supervisor needs in order to be effective are technical and human relations skills.

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-2 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Evaluation

10. Managers must get things accomplished with and through people by guiding them and motivating their efforts toward common objectives.

ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-3 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Knowledge

11. A role of the supervisor is to do all those things that enable employees to effectively and efficiently achieve organizational objectives.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

12. The primary managerial functions differ depending on the manager's level within the managerial hierarchy.

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

13. Planning can best be defined as preparation for the future.

ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-3 NAT: BUSPROG: Analytic STA: DISC: Strategy
KEY: BLOOM'S: Knowledge

14. Arranging and distributing work among members of the work group to accomplish the organization's goals take place in the staffing function.

ANS: F PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Knowledge

15. The five functions of management can be viewed as a circular, continuous movement as each function flows into and overlaps with other functions.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

16. The staffing function is nothing more than selecting the right employees to complete the task.

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

17. In the controlling function, supervisors evaluate performance to ensure actual performance is in line with intended performance and changes are made if outcomes are not being met.

ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Knowledge

18. The time and effort involved in each function of management will vary depending upon the level of the hierarchy in which the manager is a member.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

19. Team-based organizational structures commonly focus on customer satisfaction, productivity, profitability, and continuous improvement.

ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Knowledge

20. There is a growing realization that an autocratic, coercive management style results in more productive, loyal employees.

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

21. Teams are a means to an end, and that end is superior performance to what team members would achieve working as individuals.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

22. The growing diversity among employees has contributed to the increased use of teams in the workplace.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

23. Generally, it is better for a supervisor to display power and formal authority.

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Evaluation

24. Managers innovate; leaders administer.

ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-5 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Comprehension

25. According to Harvard professor John P. Kotter, management involves keeping the current system operating through planning, budgeting, staffing, controlling, and problem-solving, while leadership is the development of vision and strategies.
- ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-5 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Knowledge
26. Managerial authority is not granted to individuals, but rather to the titles that they hold.
- ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Comprehension
27. Delegation is the process of entrusting duties and related authority to subordinates.
- ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Knowledge
28. The process of delegating authority to lower levels in the hierarchy is required for an organization to have effective managers, supervisors, and employees.
- ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension
29. It is not necessary for supervisors to delegate authority to lower levels for an organization to be effective.
- ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension
30. A supervisor's professional power depends to a greater extent on the follower's perceptions of that supervisor's knowledge, skill, and expertise.
- ANS: F PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-7 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Knowledge
31. Legitimate power is based on the rank that a person holds in an organization.
- ANS: T PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-7 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Knowledge
32. For a supervisor, having referent power means that the supervisor can refer his employees to the appropriate person in the organization who is capable of answering their questions.
- ANS: F PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-7 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Comprehension

33. While cooperation is helpful and the lack of it could impede progress, its presence alone will not necessarily get the job done.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-8 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

34. An accounting supervisor typically meets with supervisors from production, sales, and shipping to coordinate cost accounting, inventory records and billing. This is using the process of cooperation.

ANS: F PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-8 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

35. A group of employees do not become a team until its members share values and purpose.

ANS: T PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-8 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

36. An arbitrator is a person selected by the union and management to provide recommendations as to how a grievance could be resolved.

ANS: F PTS: 1 DIF: Difficulty: Easy
OBJ: LO: 2-9 NAT: BUSPROG: Communication STA: DISC: Group Dynamics
KEY: BLOOM'S: Knowledge

MULTIPLE CHOICE

1. Supervisors are truly the "people in the middle" because:
- They are in charge of labor unions.
 - They do not have any professional contacts with management or labor.
 - They report to higher management and are the employees' primary contact with management.
 - They are in the middle-managerial level in any organization.

ANS: C PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

2. The supervisor must be ____.
- a competent subordinate to higher level managers
 - a good follower
 - able to maintain satisfactory relationships with supervisors in other departments
 - all of the above

ANS: D PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-1 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Analysis

3. As is typical for a supervisor, Lisa has two main requirements. One requirement is that she must have the ability to manage the department. The other is:
- The ability to do daily chores.

- b. A good working knowledge of the jobs to be performed.
- c. The ability to perform all the required jobs.
- d. To be liked by everyone.

ANS: B PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-1 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: BLOOM'S: Application

4. Six major classifications of management capabilities and skills are:
- a. Conceptual, administrative, technical, political, emotional intelligence, and human relations.
 - b. Coordination, cooperation, conceptual, administrative, political, and technical.
 - c. Human relations, emotional intelligence, conceptual, technical, political, and delegation.
 - d. Cooperation, human relations, conceptual, administrative, political, and technical.

ANS: A PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-2 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Analysis

5. In order to relay information effectively, one must have good ____.
- a. political skills
 - b. communication skills
 - c. human relations skills
 - d. administrative skills

ANS: B PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-2 NAT: BUSPROG: Communication STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

6. Managers are expected to be innovators; therefore, they must demonstrate:
- a. Technical skills.
 - b. Conceptual skills.
 - c. Human relations skills.
 - d. Political skills.

ANS: B PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-2 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Comprehension

7. Which of the following phrases is correct?
- a. "It's not what you know, it's who you know."
 - b. "All you need to do to become a good supervisor is read this text."
 - c. "Managerial skills are only important at the top management level."
 - d. "Managerial skills can be learned and developed."

ANS: D PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-2 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Analysis

8. Successful managers will assure you that ____ are the most important asset.
- a. human resources
 - b. finances
 - c. technology
 - d. none of the above

ANS: A PTS: 1 DIF: Difficulty: Moderate

OBJ: LO: 2-3 NAT: BUSPROG: Analytic
KEY: BLOOM'S: Comprehension

STA: DISC: Creation of Value

9. Which of the following are the managerial functions identified in the text?
- Planning, organizing, commanding, and controlling.
 - Planning, organizing, commanding, coordinating, and controlling.
 - Planning, organizing, staffing, leading, and controlling.
 - Planning, staffing, coordinating, leading, and controlling.

ANS: C PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Analysis

10. Changing performance standards depending on the situation is part of which managerial function?
- Leading
 - Coordinating
 - Controlling
 - Planning

ANS: C PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

11. Guiding, teaching, and supervising employees are activities associated with:
- Staffing.
 - Leading.
 - Organizing.
 - Controlling.

ANS: B PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

12. Most of upper management's time is most likely spent in the function of:
- Staffing.
 - Organizing.
 - Controlling.
 - Planning.

ANS: D PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-3 NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Comprehension

13. Matthew has recently put a new plan for his department into place. He wants to make certain that the plan is working as was intended. In doing so, he is conducting the managerial function of:
- Staffing.
 - Leading.
 - Organizing.
 - Controlling.

ANS: D PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-3 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: BLOOM'S: Application

14. _____ is also known as directing, motivating, or influencing.

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

ANS: D PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Knowledge

15. Which function of management is necessary because few employees blindly obey?
- a. Staffing
 - b. Planning
 - c. Leading
 - d. Controlling

ANS: C PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-3 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Comprehension

16. Working in a team generally delivers _____ results in comparison to working alone.
- a. less favorable
 - b. more favorable
 - c. extremely favorable
 - d. equal

ANS: B PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-4 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

17. Hot is to cold as an autocratic management style is to:
- a. A dictatorship.
 - b. A domineering style.
 - c. Repression.
 - d. Participative management.

ANS: D PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-5 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Analysis

18. Which of the following is NOT generally considered to be true?
- a. The manager relies on control; the leader inspires trust.
 - b. The manager focuses on systems and structures; the leader focuses on people.
 - c. The manager accepts the status quo; the leader challenges it.
 - d. The manager is a follower; the leader leads.

ANS: D PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-5 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Analysis

19. Generally, it is better for a supervisor not to display:
- a. Power
 - b. Formal authority
 - c. Both a or b
 - d. Neither a or b

ANS: C PTS: 1 DIF: Difficulty: Moderate

OBJ: LO: 2-6 NAT: BUSPROG: Analytic
KEY: BLOOM'S: Analysis

STA: DISC: Individual Dynamics

20. Ernesto and Sam witnessed their co-worker, Dave, engaging in inappropriate behavior. They reported the incident to their supervisor, Tina, because she has the necessary _____ to deal with the issue.
- authority
 - legal acumen
 - technical skills
 - evidence

ANS: A PTS: 1 DIF: Difficulty: Challenging

OBJ: LO: 2-6 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics

KEY: BLOOM'S: Application

21. The acceptance theory of authority states that:
- The supervisor has the power and the right to issue directives in order to accomplish the tasks assigned to the department.
 - Managerial authority is not granted to an individual but rather to the position the individual holds at that time.
 - Managers do not have authority unless employees recognize and agree to it.
 - It is better for a supervisor not to display power or formal authority.

ANS: C PTS: 1 DIF: Difficulty: Moderate

OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics

KEY: BLOOM'S: Comprehension

22. Which of the following is NOT a limitation to authority?
- Union contract provisions
 - Government or regulatory agency restrictions
 - Company policies
 - Competitors' practices

ANS: D PTS: 1 DIF: Difficulty: Moderate

OBJ: LO: 2-6 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics

KEY: BLOOM'S: Analysis

23. More times than not, which of the following is believed to be the least effective source of power?
- Referent
 - Coercive
 - Illegitimate
 - Expert

ANS: B PTS: 1 DIF: Difficulty: Moderate

OBJ: LO: 2-7 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles

KEY: BLOOM'S: Comprehension

24. Supervisors who use _____ power effectively have the greatest potential for achieving organizational goals.
- reward
 - legitimate
 - both
 - neither

ANS: D PTS: 1 DIF: Difficulty: Moderate

OBJ: LO: 2-7 NAT: BUSPROG: Analytic STA: DISC: Leadership Principles

KEY: BLOOM'S: Analysis

25. When the company janitor posts a DO NOT ENTER sign in front of the door to the men's room and people obey, the janitor is most probably utilizing which type of power?
- Personal power
 - Reward power
 - Expert power
 - Legitimate power

ANS: D PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-7 NAT: BUSPROG: Reflective Thinking STA: DISC: Leadership Principles
KEY: BLOOM'S: Application

26. Jonathan is a manager who always threatens people with their jobs in order to gain compliance. He is utilizing which type of power?
- Reward power
 - Coercive power
 - Expert power
 - Legitimate power

ANS: B PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-7 NAT: BUSPROG: Reflective Thinking STA: DISC: Leadership Principles
KEY: BLOOM'S: Application

27. Some have defined coordination as one of the managerial functions. The text suggests that coordination:
- Is an implicit interrelated aspect of the major managerial functions.
 - Is not a separate managerial function.
 - Takes place in all managerial functions.
 - Is all of the above.

ANS: D PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-8 NAT: BUSPROG: Analytic
STA: DISC: Operations Management KEY: BLOOM'S: Analysis

28. At Barry Automotive, the members of Production Team A are willing to work with and help one another. This is called:
- cooperation.
 - coordination.
 - leadership.
 - none of the above.

ANS: A PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-8 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

29. Achieving coordination typically is _____ at the executive level than at the supervisory level.
- easier
 - more difficult
 - more fun
 - less fun

ANS: B PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-8 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

30. Networking _____ coordination efforts.
- a. presents more challenges during
 - b. eases
 - c. has no impact on
 - d. none of the above

ANS: B PTS: 1 DIF: Difficulty: Moderate
OBJ: LO: 2-8 NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Comprehension

31. Mr. Willis spends a significant amount of his time at work performing tasks such as distributing work among his subordinates and arranging their shifts and tasks to be performed. This relates most closely to which managerial function?
- a. Staffing
 - b. Leading
 - c. Organizing
 - d. Controlling

ANS: C PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-3 NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: BLOOM'S: Application

32. Diana finally feels like she possesses real authority since she was promoted to supervisor a few months ago. It took some time to gain her subordinates' trust, but they now accept and stand by her decisions. This example demonstrates which theory?
- a. The acceptance theory of authority
 - b. The expectancy theory of power
 - c. Servant leadership theory
 - d. Transformational leadership theory

ANS: A PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-6 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

33. Juanita, a first-line manager at a software manufacturer, wants to help her subordinates develop their skills in specific technical areas. Therefore, she selects certain duties that she is responsible for and transfers them over to her subordinates for completion. She then follows up to provide guidance and feedback. This process is referred to as:
- a. Downward management
 - b. Delegation
 - c. Upward management
 - d. Outsourcing

ANS: B PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-6 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

34. Samuel has a strong relationship with his subordinates, who perceive him as possessing significant knowledge, skills, and expertise to manage effectively. Samuel possesses which level of power?
- a. Coercive power
 - b. Reward power
 - c. Position power
 - d. Personal power

ANS: D PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-7 NAT: BUSPROG: Reflective Thinking STA: DISC: Leadership Principles
KEY: BLOOM'S: Application

35. Carl is a supervisor at his company and is having a problem with one of his subordinates. Rather than go to his boss right away to address the problem, he decides to first talk to some supervisors in other departments to see if they can relate and provide advice. This is an example of:
- a. Networking
 - c. Upward communication

- b. Lateral decision-making
- d. Downward communication

ANS: A PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-8 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

36. Because of the harsh and severe times that come as a result of the recent economic downturn, ARV Inc. is implementing measures to cut spending and tighten its budget to avoid layoffs. These are referred to as _____ measures.
- a. labor
 - b. austerity
 - c. arbitration
 - d. networking

ANS: B PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-9 NAT: BUSPROG: Reflective Thinking STA: DISC: Creation of Value
KEY: BLOOM'S: Application

37. Simon pays annual dues to be a member of a legally recognized organization that represents him along with all of the other employees working at his manufacturing company. The organization Simon belongs to is referred to as a(n)
- a. Contract organization
 - b. Labor union
 - c. Networking club
 - d. Arbitration committee

ANS: B PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-9 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

38. During supervisor training, Raquel learns that in disciplining workers, she must ensure that actions meet certain tests of fairness and just cause. Which of the following IS NOT an example of just or proper cause?
- a. Proper notification
 - b. Penalties commensurate with the nature of the infraction
 - c. Sufficient evidence
 - d. Verbal warnings

ANS: D PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-9 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

39. During a labor dispute, XMY organization and its labor union selected and hired someone to help render a final and binding decision to resolve the dispute. Such an individual is referred to as a(n):
- a. Arbitrator
 - b. Negotiator
 - c. Grievance manager
 - d. Top-level manager

ANS: A PTS: 1 DIF: Difficulty: Challenging
OBJ: LO: 2-9 NAT: BUSPROG: Reflective Thinking STA: DISC: Group Dynamics
KEY: BLOOM'S: Application

SHORT ANSWER

1. What are the two main requirements of any supervisory position, and which of these usually determines the effectiveness of a supervisor's performance?

ANS:

The supervisor must have a good working knowledge of the jobs to be performed and must be able to manage the department. The latter of these usually determines the supervisor's effectiveness.

PTS: 1 DIF: Difficulty: Moderate OBJ: LO: 2-1
NAT: BUSPROG: Analytic STA: DISC: Operations Management
KEY: BLOOM'S: Synthesis

2. What are emotional intelligence skills? How can they help you?

ANS:

Emotional intelligence is the use of emotions to help guide your behavior. It can help you think in ways that enhance results.

PTS: 1 DIF: Difficulty: Challenging OBJ: LO: 2-2
NAT: BUSPROG: Analytic STA: DISC: Individual Dynamics
KEY: BLOOM'S: Synthesis

3. Which managerial function should be done first? What does it consist of?

ANS:

The managerial function of planning should be done first. Planning includes setting goals, objectives, policies, and procedures.

PTS: 1 DIF: Difficulty: Moderate OBJ: LO: 2-3
NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Synthesis

4. On what four elements is the team-based organizational structure focused?

ANS:

Customer satisfaction, productivity, profitability, and continuous improvement.

PTS: 1 DIF: Difficulty: Moderate OBJ: LO: 2-4
NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Synthesis

5. Why are supervisors wise to avoid relying on managerial authority to motivate employees?

ANS:

Approaches that foster mutual trust and respect between a supervisor and his/her subordinates generally result in increased job satisfaction and, consequently, higher productivity. Employees are likely to perform better if they understand why a task needs to be done rather than simply being told to do it. Supervisors who display their power and formal authority are likely to produce unhappy, unproductive workers.

PTS: 1 DIF: Difficulty: Challenging OBJ: LO: 2-6
NAT: BUSPROG: Analytic STA: DISC: Motivation Concepts
KEY: BLOOM'S: Synthesis

6. Tony and Scott know that they need to forge an alliance with Alicia, who is the smartest person in their department about how to get things done. What type of power does Alicia probably possess?

ANS:

Alicia probably possesses expert power, as she is viewed as being one of the more knowledgeable people in the organization.

PTS: 1 DIF: Difficulty: Challenging OBJ: LO: 2-7

NAT: BUSPROG: Reflective Thinking STA: DISC: Individual Dynamics
KEY: BLOOM'S: Synthesis

7. What is the role of an arbitrator?

ANS:

An arbitrator is someone who is selected by the union and management to render a final and binding decision concerning a grievance when these two parties cannot settle it themselves.

PTS: 1 DIF: Difficulty: Moderate OBJ: LO: 2-9
NAT: BUSPROG: Analytic STA: DISC: Group Dynamics
KEY: BLOOM'S: Synthesis

ESSAY

1. Is leadership the same thing as management? Why or why not?

ANS:

Leadership is not synonymous with management. Leadership is vision as to what must be accomplished, and the strategies that are involved in reaching that vision. Leadership also entails assembling the relevant people who will support those strategies. Management involves doing the right things and keeping the current system operating through planning, budgeting, staffing, controlling, and problem-solving. In an ideal setting, individuals would have a blend of both good management and leadership skills. Management without leadership buries organizations in a great deal of bureaucracy. Leadership without management runs the risk of chaos and disorder in organizations.

PTS: 1 DIF: Difficulty: Challenging OBJ: LO: 2-5
NAT: BUSPROG: Analytic STA: DISC: Leadership Principles
KEY: BLOOM'S: Synthesis