

Chapter 2

EXAM

NAME: _____

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

1) Changing events help to shape interactions between supervisors and their employees. Recent changes include all of the following EXCEPT FOR: 1) _____

- A) global competitiveness.
- B) technology and e-business enhancements.
- C) stagnating operations.
- D) work force diversity.
- E) downsizing

2) Many North American companies have changed dramatically in the 1990s by improving quality and reducing costs. This is a direct response to: 2) _____

- A) job specialization.
- B) service organization.
- C) global competition.
- D) organization downsizing.
- E) division work.

3) Organizations have become increasingly global in their perspectives and accept the reality that national borders no longer define: 3) _____

- A) acquisitions and mergers.
- B) cultural diversities.
- C) corporations.
- D) mechanistic organizations.
- E) federal bureaucracies.

4) A specific challenge for supervisors is recognizing the differences that might exist among people. One of the first issues supervisors must deal with is the perception of: 4) _____

- A) outsourcing.
- B) conflict management.
- C) foreigners.
- D) organized labor.
- E) authoritarian leadership styles.

5) The concept of when we see things solely through our own eyes and within our perspectives is called: 5) _____

- A) corporate downsizing.
- B) parochialism.
- C) re-engineering.
- D) cultural diversity.
- E) acceptance of authority.

6) Critical to the success of supervising others in the global village is understanding: 6) _____

- A) mechanistic organizations.
- B) corporate downsizing.
- C) cultural environments.
- D) organic organizations.
- E) conflict resolution.

7) Research undertaken by Geert Hofstede found that a country's culture had a major effect on employees' work related: 7) _____

- A) policies and procedures.
- B) leadership and personality.
- C) power and politics.
- D) centralizing and decentralizing abilities.
- E) values and attitudes.

8) Hofstede's findings allow supervisors to group countries according to the following cultural variables EXCEPT FOR: 8) _____

- A) societal uncertainty.
- B) norming differences.
- C) assertiveness.
- D) status differences.

9) According to Hofstede, a strong individualistic U.S. supervisor may have difficulties if sent to a Pacific Rim country where: 9) _____

- A) individual responsibility dominates.
- B) collectivism dominates.
- C) unilateral authority is predominant.
- D) individualism dominates.
- E) centralized decision-making is predominant.

10) In dealing with employees, supervisors must recognize that they must be: 10) _____

- A) flexible and adaptable.
- B) individual decision makers.
- C) authority figures.
- D) autocratic leaders.
- E) self-centered.

11) The United States is strongly individualistic, but low on power distance. This same pattern is exhibited by all of the following countries EXCEPT FOR: 11) _____

- A) Venezuela.
- B) Canada.
- C) Australia.
- D) Netherlands.

12) Hofstede found that supervisors and employees vary on the following dimensions on national culture EXCEPT FOR: 12) _____

- A) quantity versus quality of life.
- B) power distance.
- C) individualism versus collectivism.
- D) uncertainty avoidance.
- E) supervisor and employee homogeneity.

13) A loosely knit social framework in which people are supposed to look after their own interests, and those of their immediate family is referred to as: 13) _____

- A) socialism.
- B) collectivism.
- C) individualism.
- D) cultural norming.
- E) communism.

14) A tight social framework in which people expect others in groups which they are part of to look after them and protect them when they are in trouble is referred to as: 14) _____

- A) legitimate power.
- B) individualism.
- C) multi-cultural diversity.
- D) collectivism.
- E) parochialism.

15) The online buying and selling of products or services is referred to as: 15) _____

- A) e-bay.
- B) e-business.
- C) e-commerce.
- D) e-merchandising.
- E) e-maketing.

16) Any hi-tech equipment, tools or operating methods that are designed to make work more efficient are called: 16) _____

- A) empowerment.
- B) technology.
- C) leadership.
- D) re-engineering.
- E) downsizing.

17) The method of linking a worker's computer and modem with coworkers and management at an office, making it possible for employees to be located anywhere in the global village, is called: 17) _____

- A) corporate downsizing.
- B) employee empowerment.
- C) span of management.
- D) span of control.
- E) telecommuting.

18) The single most important human resource issue in organizations today may be adapting organizational policies and practices in light of the increasing: 18) _____

- A) homogeneous society.
- B) geocentrism.
- C) work force diversity.
- D) ethnocentrism.
- E) polocentrism.

19) The largest group in the work force, regarded as career climbers, is called: 19) _____

- A) baby-busters.
- B) baby-boomers.
- C) social climbers.
- D) status seekers.
- E) mature workers.

20) The term used to describe American companies working to become "lean and mean" organizations by cutting their staffs and reshaping their organizations is referred to as: 20) _____

- A) mechanistic organizing.
- B) downsizing.
- C) re-engineering.
- D) centralizing authorities.
- E) bureaucratic organizing.

21) The quality revolution that continues to take place in both the private and public sectors is known by the generic descriptive term: 21) _____

- A) continuous improvement.
- B) human resource management.
- C) Theory X management.
- D) human resource capital.
- E) scientific management.

22) A radical or quantum change in an organization's work process is commonly referred to as: 22) _____

- A) quality circles.
- B) unity of command.
- C) work process engineering.
- D) span of management.
- E) span of control.

23) An obligation organizations have to the public going beyond the law and profit making is: 23) _____

- A) a union free plant.
- B) profit maximization.
- C) social responsibility.
- D) corporate downsizing.
- E) return on investment.

24) The foundation of a business's public involvement is called: 24) _____

- A) social obligation.
- B) global management.
- C) autocratic leadership.
- D) bottom-up planning.
- E) Theory X management.

25) The addition of a moral element to the organization's public obligation to do those things that make society better and not to do those things that could make it worse is: 25) _____

- A) coercive power.
- B) social responsiveness.
- C) manipulation.
- D) corporate culture.
- E) business ethics.

26) It's predicted that by the end of the next decade the number of contingent employees will have grown to this percentage of the workforce: 26) _____

- A) 10%.
- B) 20%.
- C) 30%.
- D) 40%.
- E) 50%.

27) Parochialism means: 27) _____

- A) wanting other cultures to understand our culture.
- B) seeing things solely through our own eyes.
- C) recognizing that other people have valid, though different, ways of thinking and doing things.
- D) view your practices as being not as good as other cultures.

28) E-business includes the following EXCEPT: 28) _____

- A) identifying a different kind of leader to run a virtual business.
- B) collaborating with partners to electronically coordinate design and production.
- C) the challenge of finding unskilled people to build and operate Intranets and Web sites.
- D) improving communication with supplier and customers.
- E) developing strategies for running Internet-based companies.

29) Which group will make up a larger share of the workforce in the future? 29) _____

- A) Whites
- B) Asians
- C) Minorities and women
- D) Blacks
- E) Hispanics

30) The primary goals of continuous improvement are all of the below EXCEPT: 30) _____

- A) focus on the customer.
- B) seek continual improvement.
- C) seek accurate measurement.
- D) involve employees.
- E) strive to improve the quantity of the work.

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

31) A company's national origin is no longer a very good gauge of where it does business or the national origin of its employees. 31) _____

32) Parochialism leads to viewing practices in other cultures as being better than our practices. 32) _____

- 33) Power distance is a measure of the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally. 33) _____
- 34) In essence, technology today has enhanced supervisors' ability to perform their jobs. 34) _____
- 35) Technology is making it possible to better serve customers in many industries. 35) _____
- 36) Employees set aside their cultural values and life-style preferences when they come to work; therefore, supervisors do not have to remake organizations to accommodate these different lifestyles, family needs, and work styles. 36) _____
- 37) Organizations downsize to accomplish two primary goals □ to create greater efficiency and reduce costs. 37) _____
- 38) Individualism refers to a loosely knit social framework in which people are supposed to look after their own interests and those of their immediate family. 38) _____
- 39) Continuous improvement is concerned with radical or quantum change where work process engineering focuses on ongoing incremental change. 39) _____
- 40) In situations involving ethics, supervisors will never know what they will face; therefore, supervisors should prepare ahead of time and anticipate what they would do. 40) _____

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

- 41) In an _____ society, people are primarily concerned with their own "family"; and in a _____ society, people care for all individuals that are part of their group.
- 42) A _____ distance society accepts wide differences in power in organizations.
- 43) A _____ distance society plays down inequalities as much as possible; supervisors still have authority, but employees are not fearful or in awe of the boss.
- 44) Cultures emphasizing the _____ of life value things like assertiveness and the acquisition of money and material goods; while other cultures emphasizing the _____ of life, place importance on relationships and showing sensitivity and concern for the welfare of others.
- 45) The Japanese term for an organization committed to continuous improvement is _____.
- 46) _____ is a term that refers to lost productivity time as a result of an employee using the Internet at work for personal reasons.
- 47) The objective of continuous improvement is to create an organization committed to _____.
- 48) Ongoing incremental change can avoid facing up to the possibility that what the organization may really need is radical or quantum change, referred to as _____.
- 49) _____ programs expand the term customer beyond the traditional definition to include everyone involved with the organization, either internally or externally..
- 50) _____ is not the ultimate measure of effectiveness and should be balanced by workforce engagement in meaningful work.

51) Management writer Tom Peters captured the concept of chaos in one of his best selling books by saying, "Today's supervisors must be able to thrive on _____ and _____."

52) Every organization has one simple goal. It wants to _____.

53) _____ tries to align organizational long-term goals with what is good for society.

54) A business has fulfilled its social obligation when it meets its _____ and _____ responsibilities and no more.

55) _____ requires businesses to determine what is right or wrong and thus seek fundamental truths guided by societal norms.

56) When a company meets pollution control standards established by the federal government, or doesn't discriminate against employees on the basis of their race in a promotion decision, the organization is fulfilling its _____.

57) When a company packages its products in recycled paper, this firm is being _____ because it is providing something society desires without having to be told to do so by law.

58) Management's _____ standards are interpreted by employees through the actions of their supervisor's comments and behavior.

59) _____ commonly refers to the rules or principles that define right and wrong conduct.

60) A _____ is a formal document that states an organization's primary values and the ethical rules it expects employees to follow.

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

61) How does technology change the supervisor's job?

62) Define work force diversity and how it affects supervisors.

63) What is a socially responsible organization?

64) Identify business ethics and explain how supervisors act ethically on the job.

65) Explain why downsizing can create problems for the supervisor.

ANSWER KEY

- 1) C Page 28
- 2) C Page 29
- 3) C Page 29
- 4) C Page 30
- 5) B Page 30
- 6) C Page 30
- 7) E Page 30
- 8) B Page 30
- 9) B Page 30
- 10) A Page 30
- 11) A Page 32
- 12) E Page 32
- 13) C Page 32
- 14) D Page 32
- 15) C Page 34
- 16) B Page 33
- 17) E Page 33
- 18) C Page 37
- 19) B Page 37
- 20) B Page 40
- 21) A Page 40
- 22) C Page 41
- 23) C Page 46
- 24) A Page 46
- 25) B Page 46
- 26) D Page 42
- 27) B Page 30

- 28) C Page 34
- 29) C Page 37
- 30) E Page 41
- 31) TRUE Page 29
- 32) FALSE Page 30
- 33) TRUE Page 32
- 34) TRUE Page 33
- 35) TRUE Page 33
- 36) FALSE Page 37
- 37) TRUE Page 40
- 38) TRUE Page 32
- 39) FALSE Page 41
- 40) TRUE Page 48
- 41) individualistic, collective Page 32
- 42) high power Page 32
- 43) low power Page 32
- 44) quantity, quality Page 32
- 45) kaizen Page 41
- 46) Cyberloafing Page 35
- 47) improved quality of goods and services Page 40
- 48) Work process engineering Page 41
- 49) Continuous-improvement Page 40
- 50) Employee loyalty Page 43
- 51) change, uncertainty Page 44
- 52) survive Page 45
- 53) Social responsibility Page 46
- 54) economic, legal Page 46
- 55) Social responsiveness Page 46

56) social obligation Page 46

57) socially responsive Page 46

58) ethical Page 47

59) Ethics Page 47

60) code of ethics Page 47

61) Page 33

New technology such as the use of automated robotics on the production floor, the use of computer-aided design by engineers, and improving computer skills are changing the supervisor's job. The technical demands placed on a supervisor forces one to become multi-skilled. By linking computers, telephones, fax machines, copier, printers, and the like, supervisors can get more complete information more quickly than ever before. With that information, supervisors can better formulate plans, make faster decisions, more clearly define the jobs that workers need to perform, and monitor work activities on an "as-they- happen" basis.

62) Page 37

Work force diversity is made up of males, females, whites, blacks, Hispanics, Asians, Native Americans, the disabled, homosexuals, straights, and the elderly.

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

Examples of flexibility for a supervisor would include work schedules that need to be more flexible to accommodate working parents and couples maintaining commuter relationships. Provide child care and elder care so employees will be able to give full attention to their work. Benefit programs will need to be redesigned and individualized to reflect more varied needs, etc.

63) Page 46

Social responsibility is an obligation organizations have to society. It means going beyond the law and profit making. Social responsibility looks at organizational desires to pursue long-term goals that are good for society. Society in this context refers to such groups as an organization's employees, customers, and the environment in which it operates.

64) Page 47

Ethics commonly refers to the rules or principles that define right and wrong conduct. Supervisors face ethical dilemmas. There are situations where you're required to define right and wrong conduct. By their comments and behavior, supervisors are a primary source for conveying an organization's ethical climate. For most employees, their supervisor is the only contact they have with management. As such, management's ethical standards are interpreted by employees through the actions of their supervisor. If supervisors take company supplies home, cheat on their expense accounts, or engage in similar practices, they set a tone in their work groups that is likely to undermine all the efforts by top management to create a corporate climate of high ethical standards.

65) Page 42

Employees who remain may be less loyal to the company. These employees are more difficult for managers to motivate and maintain high productivity. The employees feel increased competition among each other. They have the feeling of the survivors and to not want to work together.