

SM208 Final**True/False**

Indicate whether the statement is true or false.

- _____ 1. Power is the ability to influence others and authority is granted by the organization.
- _____ 2. Implementing change and resolving conflicts are easier for a person who has a relatively strong position in an organization.
- _____ 3. By controlling, the supervisor can take steps to ensure quality and manage costs.
- _____ 4. Supervisors are trained to counsel employees on a variety of topics, such as marriage difficulties, financial problems, and dealing with teenagers.
- _____ 5. A difference between managers and leaders is that leaders seek and follow direction whereas managers inspire achievement.
- _____ 6. There are hard-and-fast rules for making ethical decisions.
- _____ 7. Understanding of and identification with goals is one characteristic of subordinates that should be considered in choosing a leadership style.
- _____ 8. Recruitment is the process of identifying people interested in holding a particular job or working for the organization.
- _____ 9. The main reason many supervisors dislike meetings is that meetings often waste time.
- _____ 10. A written job description typically mentions the desired skills in a candidate.
- _____ 11. The first step of initiating conflict resolution is to implement the solution.
- _____ 12. Reinforcement theory implies that supervisors can encourage or discourage a particular kind of behavior by the way they respond to the behavior.
- _____ 13. The proportions of Black Americans, Asian Americans, and Hispanic Americans in the U.S. population and workforce are decreasing gradually and are expected to continue.
- _____ 14. Since most organizations require supervisors to conduct performance appraisals on each of their employees on a regular basis, supervisors need to know how to appraise performance fairly.
- _____ 15. An objective characteristic required for an individual to perform a job is a bona fide occupational qualification (BFOQ).
- _____ 16. One strategy for effective listening is to tune out distractions by assuming that the listener has nothing interesting to say.

- _____ 17. It is important for supervisors to help workers to satisfy their personal needs while being productive in organizations.
- _____ 18. 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.
- _____ 19. A group is defined as two or more people who interact with one another, are aware of one another, and think of themselves as being a group.
- _____ 20. To overcome groupthink, the supervisor and the group should accept the decision immediately upon its approval.

Multiple Choice

Identify the choice that best completes the statement or answers the question.

- _____ 1. A formal system for planning in which managers and employees at all levels set objectives for what they are to accomplish; their performance is then measured against those objectives is defined as:
 - a. management by objectives.
 - b. action planning.
 - c. contingency planning.
 - d. strategic planning.
- _____ 2. When the human resources department is extensively involved in the selection process, supervisors benefit from:
 - a. that department's skills in screening and interviewing candidates.
 - b. the human resources department's knowledge of laws regulating hiring practices.
 - c. both (A) and (B) above.
 - d. none of the above.
- _____ 3. The activities involved in identifying, hiring, and developing the necessary number and quality of employees can best be categorized as the management function of:
 - a. planning.
 - b. staffing
 - c. controlling.
 - d. organizing.
- _____ 4. Corporate culture is defined as
 - a. discriminatory action towards others not part of the firm.
 - b. beliefs or norms that govern organizational behavior in a firm.
 - c. unfair or inequitable treatment based on prejudice.
 - d. the characteristics of individuals that shape their identities and the experiences they have in society.
- _____ 5. The law pertaining to jobs connected with the federal government, and requires affirmative action to employ qualified disabled persons and prohibits discrimination against them is the:
 - a. Vocational Rehabilitation Act of 1973.
 - b. Equal Pay Act of 1973.
 - c. Civil Rights Act of 1991.
 - d. Americans with Disabilities Act of 1990.
- _____ 6. When relating rewards to performance, the supervisor should:
 - a. make sure employees understand the relationship between rewards and performance.
 - b. make sure employees are aware of the relationship between rewards and performance.
 - c. use objectives, such as the MBO approach to link rewards to performance.
 - d. all of the above.

- _____ 7. Deciding on a department's goals and how to meet them most accurately describes the function of:
- a. controlling.
 - b. leading.
 - c. organizing.
 - d. planning.
- _____ 8. A rule for good listening is:
- a. keep doing what you are doing because your work is more important.
 - b. ask questions to clarify your understanding, distinguish between opinions and facts, and try to hear the main point and supporting points.
 - c. ignore the person talking to you (texting on your cell, watching netflix, etc.).
 - d. all of the above.
- _____ 9. Diversity trends include:
- a. increase in conceptual skills needed by managers.
 - b. women entering the workforce at a greater rate than ever before.
 - c. more Black, Hispanic and Asian workers.
 - d. all of the above.
- _____ 10. Functional groups are defined as:
- a. groups that fulfill ongoing needs in the company by carrying out a particular role.
 - b. groups which do not appear on a company's organization chart.
 - c. groups that form when individuals in the organization develop relationships to meet educational goals.
 - d. groups set up by management to meet personal goals.
- _____ 11. Negative consequences of unethical behavior include:
- a. loss of respect from customers and employees.
 - b. personal consequences.
 - c. possible financial losses.
 - d. all of the above.
- _____ 12. A performance appraisal should focus on behavior, which means:
- a. concentrating on objectives not met by the employee.
 - b. describing specific actions or patterns of actions.
 - c. describing the extent to which an employee has satisfied objectives for which he or she is responsible.
 - d. labeling people with certain characteristics.
- _____ 13. Leading is the management function of:
- a. seeking direction and implementing ideas.
 - b. influencing people to act or not act in a certain way.
 - c. setting up groups and allocating resources.
 - d. determining how to achieve organizational objectives.
 - e. all of the above.
- _____ 14. The basic types of conflict involving more than one person include:
- a. competitive, amateur, and professional conflicts.
 - b. Intrapersonal conflicts, extraterrestrial conflicts, and in-humane conflicts.
 - c. strategic conflicts, structural conflicts and interpersonal conflicts.
 - d. all of the above.

- _____ 15. Using a random sample to check for defects is called:
- a. product quality control.
 - b. statistical process control.
 - c. statistical quality control.
 - d. employee involvement teams.
- _____ 16. Supervisors emphasize people orientation because they:
- a. work with other departments to collaborate on achieving tasks.
 - b. deal directly with employees and have knowledge about an organization's customers.
 - c. plan organizational strategies with top management.
 - d. work with conceptualization and policy formation and understand a company's requirements.
- _____ 17. When creating weekly and daily schedules, the FIRST step is to:
- a. record all the activities that must take place at a set time.
 - b. find time for your C-level activities.
 - c. schedule the least challenging tasks at your most productive times.
 - d. all of the above.
- _____ 18. A performance problem that supervisors most commonly encounter is:
- a. playing video games, gambling and swearing.
 - b. sleeping, eating and drinking excessively on the job.
 - c. insubordination and uncooperativeness, workplace violence, and alcohol and drug abuse.
 - d. all of the above.
- _____ 19. The rational model's decision-making process involves:
- a. acting immediately on your first instinct, don't worry about the repercussions, and deal with the fallout later.
 - b. don't take action, observe the situation and let it work itself out.
 - c. identifying the problem, evaluating the alternatives, choosing and implementing the best alternatives.
 - d. all of the above.
- _____ 20. Organization charts fall into types of categories, such as:
- a. Geographical structures, functional and customer structures.
 - b. Neoclassical, abstract or pyramid structures.
 - c. Biographical, fictional and combustible structures.
 - d. all of the above

Matching

Place the letter corresponding to the correct term in the blank preceding the statement.

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|---|------------------------------|
| a. Technical skills | k. Internal locus of control |
| b. Job Specifications | l. Time Management |
| c. Job Description | m. Bounded rationality |
| d. Discrimination | n. Strategic |
| e. Intrapersonal | o. Organizing |
| f. Diversity | p. Code of Ethics |
| g. Total Quality Management (TQM) | q. Strategic planning |
| h. Empowerment | r. Motivation |
| i. Homogeneity Communication | s. Supervisor |
| j. Performance Appraisals | t. Conceptual Skills |

- ___ 1. Choosing an alternative that meets minimum standards of acceptability.
- ___ 2. The type of conflict that arises from within an individual.
- ___ 3. The process by which people send and receive information.
- ___ 4. An organization- wide focus on satisfying customers by continuously improving every business process for delivering goods or services.
- ___ 5. The creation of long-term goals for the organization as a whole.
- ___ 6. Delegation of broad decision-making authority and responsibility.
- ___ 7. An organization's written statement of its values and its rules for ethical behavior.
- ___ 8. Giving people incentives that cause them to act in desired ways is defined as ____.
- ___ 9. The belief that you are the primary cause of what happens to yourself.
- ___ 10. Unfair or inequitable treatment based on prejudice.
- ___ 11. Specialized knowledge and expertise used to carry out particular techniques or procedures is defined as ____.
- ___ 12. Characteristics of individuals that shape their identities and the experiences they have in society.
- ___ 13. ____ 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.
- ___ 14. What is required in terms of one's education, training, and responsibilities is usually listed in a ____.
- ___ 15. The practice of controlling the way you use time.
- ___ 16. A job ____ is a listing of the characteristics of the job—that is, the observable activities required to carry out the job.
- ___ 17. A manager at the first level of management is called a(n) ____.
- ___ 18. A method that measures the relative performance of employees in a group.

- _____ 19. A(n) _____ conflict can be best defined as a conflict that an organization's management or an individual sometimes intentionally brings about to achieve an objective.
- _____ 20. Setting up the group, allocating resources, and assigning work to achieve goals.

Extra Credit (5 points)

1. List and Describe the five (5) functions of supervisors.