

CHAPTER 2 - THE MANAGERIAL FUNCTIONS

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

3. Many companies use the terms "associate" or "team member" in place of the term "supervisor."

- a. True
- b. False

ANSWER: False

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.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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.

- a. True
- b. False

ANSWER: True

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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.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

24. Managers innovate; leaders administer.

- a. True
- b. False

ANSWER: False

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.

- a. True
- b. False

ANSWER: True

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26. Managerial authority is not granted to individuals, but rather to the titles that they hold.

- a. True
- b. False

ANSWER: True

27. Delegation is the process of entrusting duties and related authority to subordinates.

- a. True
- b. False

ANSWER: True

28. The process of delegating authority to lower levels in the hierarchy is required for an organization to have effective managers, supervisors, and employees.

- a. True
- b. False

ANSWER: False

29. It is not necessary for supervisors to delegate authority to lower levels for an organization to be effective.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

31. 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.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

35. Supervisors are truly the "people in the middle" because:

- a. they lack formal authority over their subordinates.
- b. they do not have any professional contacts with management or labor.
- c. they report to higher management and are the employees' primary contact with management.
- d. they are in the middle-managerial level in any organization and set organizational goals for the entire organization.

ANSWER: c

36. Jameson is a supervisor at Brenton Mills managing a team of fifteen subordinates. He is well-liked by his workers because of his open-door policy, holding of professional development programs, advocacy of his team to senior management, and a general concern for their welfare. In this case, Jameson displays characteristics consistent with _____.

- a. hands-off leadership
- b. austere leadership
- c. coercive leadership
- d. servant leadership

ANSWER: d

37. _____ pertain to the ability of a supervisor to perform the jobs in his or her area of responsibility.

- a. Autocratic skills
- b. Technical skills
- c. Abstract skills
- d. Spatial skills

ANSWER: b

38. _____ pertain to the ability to work with and through people; these skills include open-mindedness and the ability to motivate team members.

- a. Human relations skills
- b. Spatial skills
- c. Abstract skills
- d. Conceptual skills

ANSWER: a

39. _____ pertain to the ability to give—and get—information.

- a. Political skills
- b. Communication skills
- c. Spatial skills
- d. Abstract skills

ANSWER: b

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40. _____ pertain to the ability to obtain, interpret, and apply the information needed to make sound decisions.

- a. Technical skills
- b. Conceptual skills
- c. Human relations skills
- d. Political skills

ANSWER: b

41. _____ pertain to the savvy to ascertain the hidden rules of the organizational game and to recognize the roles various people play in getting things done outside of formal organizational channels.

- a. Technical skills
- b. Spatial skills
- c. Abstract skills
- d. Political skills

ANSWER: d

42. _____ pertain to the ability to plan, organize, and coordinate the activities of a work group.

- a. Administrative skills
- b. Spatial skills
- c. Abstract skills
- d. Political skills

ANSWER: a

43. _____ is a leadership style that emphasizes collaboration, trust, and empathy; engages followers in all aspects of the organization; and helps followers to better themselves.

- a. Demonstrative leadership
- b. Autocratic leadership
- c. Servant leadership
- d. Hands-off leadership

ANSWER: c

44. The managerial function of _____ involves ensuring that actual performance is in line with intended performance and taking corrective action as needed.

- a. organizing
- b. deskilling
- c. controlling
- d. planning

ANSWER: c

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45. Guiding, teaching, and supervising employees are activities associated with:

- a. staffing.
- b. leading.
- c. organizing.
- d. controlling.

ANSWER: b

46. _____ is the managerial function that comes first.

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

ANSWER: d

47. Venus Inc. has recently implemented a new work process for its finance department. To check whether the new system is delivering the required results or not, the managers at Venus are conducting surveys and random checks. Which of the following managerial functions is illustrated in the scenario?

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

ANSWER: d

48. _____ is also known as directing, motivating, or influencing because it plays a major role in employee morale, job satisfaction, productivity, and communication.

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

ANSWER: d

49. _____ is the managerial function of guiding employees toward accomplishing organizational objectives.

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

ANSWER: c

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50. _____ includes the tasks of recruiting, selecting, orienting, training, appraising, promoting, and compensating employees.

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

ANSWER: b

51. 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. Recruiting
- b. Deskillling
- c. Organizing
- d. Downsizing

ANSWER: c

52. A person who does the things necessary to allow employees to do the best possible job is known as a(n) _____.

- a. mediator
- b. arbitrator
- c. enabler
- d. disciplinarian

ANSWER: c

53. One difference between the manager and the leader is that:

- a. unlike the leader, the manager focuses on people.
- b. unlike the manager, the leader performs administrative tasks.
- c. unlike the manager, the leader challenges the status quo.
- d. unlike a leader, the manager innovates.

ANSWER: c

54. Which of the following statements about the manager and the leader 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 innovates; the leader administers.

ANSWER: d

55. _____ is defined as the legitimate or rightful power to lead others, the right to order and to act.

- a. Authority
- b. Subordination
- c. Seniority
- d. Personal power

ANSWER: a

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56. The acceptance theory of authority states that:

- a. the authority that a supervisor holds need not have to be legally or officially recognized.
- b. managerial authority is not granted to an individual but rather to the position the individual holds at that time.
- c. managers do not have authority unless employees recognize and agree to it.
- d. it is better for a supervisor not to display power or formal authority.

ANSWER: c

57. Which of the following is NOT a limitation to authority?

- a. Union contract provisions
- b. Government or regulatory agency restrictions
- c. Company policies
- d. Competitors' practices

ANSWER: d

58. 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

ANSWER: b

59. Supervisors who threaten punishment and discipline use _____ power.

- a. referent
- b. coercive
- c. hands-off
- d. expert

ANSWER: b

60. People are often influenced by another person because of some tangible or intangible aspect of another's personality. This kind of power is referred to as _____ power.

- a. reward
- b. expert
- c. legitimate
- d. referent

ANSWER: d

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61. Jonathan is a manager who always threatens people with termination in order to gain compliance. In this case, Jonathan uses which type of power?

- a. Reward power
- b. Coercive power
- c. Expert power
- d. Legitimate power

ANSWER: b

62. Samuel has a strong relationship with his subordinates, who perceive him as possessing significant knowledge, skills, and expertise to manage effectively. In this case, Samuel possesses which level of power?

- a. Coercive power
- b. Reward power
- c. Position power
- d. Personal power

ANSWER: d

63. _____ is the orderly synchronization of efforts of the members and resources of an organization to accomplish the organization's objectives.

- a. Planning
- b. Organizing
- c. Entropy
- d. Coordination

ANSWER: d

64. Which of the following statements is true about coordination?

- a. It can be achieved by building networks focused at common objectives.
- b. It is achieved in the planning stage rather than the organizing stage.
- c. It begins during the controlling function of management.
- d. It is adversely affected if there are inter-departmental networks in an organization.

ANSWER: a

65. The supervisor who follows _____ ensures that the disciplinary action meets certain tests of fairness and elements of normal due process, such as proper notification, investigation, sufficient evidence, and a penalty commensurate with the nature of the infraction.

- a. referent cause
- b. illegitimate cause
- c. coercive cause
- d. just cause

ANSWER: d

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66. A(n) _____ is a complaint that the union has formally presented to management and that alleges a violation of the labor agreement.

- a. grievance
- b. redress
- c. restitution
- d. indemnification

ANSWER: a

67. A(n) _____ is someone who is selected by the union and management to render a final and binding decision concerning a grievance when the union and management cannot settle the grievance themselves.

- a. ally
- b. arbitrator
- c. volunteer
- d. mediator

ANSWER: b

68. Which of the following functions is NOT performed by labor unions on behalf of employees?

- a. Employee representation
- b. Tax returns for employees
- c. Negotiating for employees
- d. Bargaining for employees

ANSWER: b

69. A(n) _____ is the negotiated document between the union and the employer that covers terms and conditions of employment for represented employees.

- a. labor agreement
- b. article of incorporation
- c. statement of qualification
- d. occupational bona fide

ANSWER: a

70. On account of the harsh and severe times that came 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

ANSWER: b

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71. 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 most likely to be a(n):

- a. industry.
- b. labor union.
- c. informal club.
- d. settlement office.

ANSWER: b

72. 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

ANSWER: d

73. 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.

ANSWER: a

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

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

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

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

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

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

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

ANSWER: Customer satisfaction, productivity, profitability, and continuous improvement.

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

ANSWER: 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.

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79. What is the role of an arbitrator?

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

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

AN Leadership is not synonymous with management. Leadership is vision as to what must be accomplished, and the
SW strategies that are involved in reaching that vision. Leadership also entails assembling the relevant people who will
ER 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.