FINAL EXAM

Course # 371008
Modern Supervision

based on the electronic .pdf file(s):

Modern Supervision
by: Dr. Jae K. Shim, Ph.D., 2014, 197 pages

11 CPE Credit Hours
Management

This exam sheet is made available for your convenience in answering questions while offline.
Please note that you will still need to enter your answers on the online exam sheet for grading.
Instructions are provided at the end of this document.

Chapter 1 - The supervisor's role

1. Supervisor's title can NOT include

     |_____ Office manager.

     |_____ Controller.

     |_____ Utility foreman.

     |_____ Employment supervisor.

2. _____ is NOT part of the supervisor's job in terms of types of skills

     |_____ Methods of production.

     |_____ Processes.

     |_____ Human relations.

     |_____ Setting company policy.

Chapter 2 - Making sound decisions

3. Which one of the following is generally NOT beneficial to group decision making in an organization?

     |_____ More information.

     |_____ Dominant members.

     |_____ Acceptance.

     |_____ More knowledge.

4. Which of the following statements is true?

     |_____ The trend is toward group decisions because they almost always lead to more alternatives and stronger commitment by the group.

     |_____ Brainstorming is a form of group decision-making that encourages the free flow of ideas through extensive verbal evaluation of each idea as it is presented.

     |_____ It is always best to treat all decisions as big decisions.

     |_____ It is a natural tendency to consult others when faced with a tough decision.

Chapter 3 - Objectives and supervision

5. Which of the following is NOT an example of how to improve work objectives?

     |_____ Increase production by 10% within 3 months.

     |_____ Average no more than 3 absent days per employee per year.

     |_____ Maximize production.

     |_____ Average no more than 2% of raw material.

6. MBO managers are most likely to believe that employees

    |_____ Dislike their work.

    |_____ Are self-motivated.

    |_____ Avoid responsibility whenever possible.

    |_____ Work best when threatened with punishment.

7. What is the first step to take when implementing MBO in a department accustomed to Theory X?

    |_____ Teach the employees about MBO.

    |_____ Set up individual goals with each employee on a one-to-one basis.

    |_____ Verify that top management supports MBO.

    |_____ Discuss overall organizational goals with the employees.

Chapter 4 - Supervisory planning and control

8. In developing a plan you should NOT ask

    |_____ What must be done?

    |_____ How capital should be raised to do it.

    |_____ Why must it be done?

    |_____ When should it be done?

9. Supervisory control does NOT include

    |_____ Establishing performance standards.

    |_____ Setting supervisory budgets

    |_____ Monitoring performance and comparing to standards.

    |_____ Taking necessary corrective actions.

Chapter 5 - Organizing and delegating

10. Which of the following statements is true?

    |_____ Organizing basically answers the questions of who does what work and who tells who what work to do.

    |_____ The amount of authority given to a supervisor is almost always a function of the number of subordinates.

    |_____ A person with staff authority forms part of a vertical relationship and has authority over line employees.

    |_____ Although not officially recognized, the informal organization has a definite and stable structure.

11. A line position

    |_____ Is indirectly responsible for achieving the organization's basic objectives.

|_____ Makes administrative and operating decisions.

|_____ Advises and assists staff positions.

|_____ Is indirectly involved with the organization's product(s) and/or services.

12. Line and staff positions are most likely to be in conflict because

|_____ Line managers have no authority over staff employees.

|_____ Staff managers consider line managers' functional authority threatening to their own authority.

|_____ Line managers believe that staff managers are resistant to their advice.

|_____ Staff managers dislike relying on line expertise.

13. Which of the following factors is least likely to affect a manager's direct span of control?

|_____ Frequency of supervisor-subordinate contact.

|_____ The manager's willingness to delegate authority.

|_____ The manager's training and communication skills.

|_____ Number of people in the corporation.

14. When determining the appropriate span of control the most important consideration is

|_____ The set of policies and procedures currently in effect.

|_____ The typical span of control used by other entities.

|_____ The preference of the company's creditors.

|_____ That all departments will be evaluated, whether or not they will be affected.

Chapter 6 - Communicating with employees

15. You can improve listening by doing all of the following EXCEPT:

|_____ Stop talking.

|_____ Asking questions and interrupting.

|_____ Looking and acting interested.

|_____ Being patient.

16. Communication is the process by which meaning is conveyed between people. According to communications theory

|_____ The process has three elements: sender, medium, receiver.

|_____ One-directional communication is usually most effective.

|_____ Communication is the message actually received, not what is transmitted.

|_____ Informal communications are usually to be avoided because of their inaccuracy.

17. The basic purposes of an organization's internal communications network include all of the following EXCEPT

|_____ Obtaining a common focus among employees.

|_____ Informing potential investors about company operations and financial results.

|_____ Aiding high-quality decision making.

|_____ Integrating the efforts of specialists.

18. Which one of the following is NOT an example of formal communication within an organization?

|_____ The grapevine.

|_____ Variance analysis.

|_____ The performance evaluation system.

|_____ A budget.

Chapter 7 - Motivating employees

19. Maslow's theory of motivation is based on a hierarchy of human needs. The need satisfied by greater income is

|_____ Self-actualization.

|_____ Safety.

|_____ Participation.

|_____ Authority.

20. A Theory X manager most likely believes that employees

|_____ Require little supervision.

|_____ Are creative and imaginative.

|_____ Need direction and security.

|_____ Solve problems outside their immediate control.

21. Both Maslow and Herzberg have developed popular motivational theories. Which statement best distinguishes Herzberg's theory?

|_____ Job performance improves as physiological needs are met.

|_____ Job performance improves as job satisfaction increases.

|_____ Job esteem improves as physiological needs are met.

|_____ Job esteem improves as job satisfaction increases.

22. Job rotation is typified by

|_____ Horizontal loading of the job.

|_____ Vertical loading of the job.

|_____ Rotating of job assignments.

|_____ More rapid performance feedback.

Chapter 8 - Employee development

23. The most common type of training at all levels in an organization is

|_____ Simulation exercises.

|_____ Role playing.

|_____ On-the-job training.

|_____ Classroom instruction.

24. _____ is defined as the use of the Internet or an organizational intranet to conduct training on-line.

|_____ Cross training.

|_____ E-learning.

|_____ Cooperative learning.

|_____ Simulation learning.

Chapter 9 - Building team effort

25. For group dynamics to be effective all of the elements must be present EXCEPT

|_____ A common goal.

|_____ Special interests for each individual.

|_____ Mutual like and trust for each other.

|_____ Knowledge of the exchanges involved.

26. _____ is NOT one of the five steps that can help a supervisor improve team productivity.

|_____ Setting an improvement goal and deciding where to start.

|_____ Making certain the sought-after improvements are thoroughly known to all team members.

|_____ Recognizing obstacles standing in the way of improvement.

|_____ Improving the effectiveness of the team's efforts.

Chapter 10 - Counseling and appraising

27. Which of the following is NOT something that a supervisor can do to help when counseling employees?

|_____ Get the employee to talk freely.

|_____ Be empathetic.

|_____ Don't hurry the interview.

|_____ Encourage the employee to rely on family for his/her problems.

28. Which one of the following is NOT one of the most frequently used performance appraisal methods?

|_____ Previous job performance.

|_____ Rating scale.

|_____ Ranking.

|_____ Paired comparison.

29. Which of the following is NOT a reason for appraising performance?

|_____ To determine the amount of nondiscriminatory benefits that each employee deserves.

|_____ To assess the available human resources of the firm.

|_____ To motivate the employees.

|_____ To determine which employees deserve salary increases.

30. A company allows each of its departments to develop its own system for evaluating performance. Deborah Jones, the human resource (HR) director, should communicate appraisal information to a new employee by

|_____ Presenting anything that is pertinent to the listener's situation.

|_____ Providing an overview of all systems within the company.

|_____ Describing how her own performance is evaluated.

|_____ Discussing each department's evaluation system in detail.

Chapter 11 - Handling absenteeism and tardiness

31. Which of the following statements is TRUE?

|_____ Estimates of the costs of absenteeism range from 10 to 20 percent of total payroll costs.

|_____ Job boredom is one of the most frequently encountered reasons for absenteeism.

|_____ Absenteeism does not seem to correlate with other job-related difficulties employees may have.

|_____ In the final analysis, the most effective solution to the absenteeism problem is to threaten dismissal.

32. Tardiness stems from all of the following EXCEPT

|_____ The employee fails to realize the need and obligation to be on time.

|_____ The employee gives little thought to inconveniences or extra cost caused to the employer.

|_____ Time may not be important to the employee.

|_____ Situations that can always be avoided.

Chapter 12 - Handling conflict

33. Which one of the following statements is FALSE?

|_____ The manifest conflict stage occurs when the conflict is out in the open, and the existence of the conflict becomes obvious to other parties who are not involved.

|_____ Structural conflict results from the nature of the organizational structure and is independent of the personalities involved.

|_____ Because the overall effect of conflict is almost always negative the supervisor should do everything possible to eliminate all conflict.

|_____ The supervisor should be concerned that a solution is reached. However, forcing a "quick" solution on the involved parties usually does not produce a permanent solution.

34. Conflict can have some very useful benefits with the exception of

    |_____ Conflict usually causes change.

    |_____ Conflict diverts energy.

    |_____ Conflict activates people.

    |_____ Conflict is a form of communication.

Chapter 13 - Supervising minority groups

35. Minority groups do NOT include

    |_____ Women.

    |_____ Political groups.

    |_____ Racial minorities.

    |_____ Older employees.

36. The protected group under the Age Discrimination in Employment Act of 1967, as amended, is defined as anyone in which age group?

    |_____ 35 and 60.

    |_____ 50 and older.

    |_____ 40 and older.

    |_____ 45 and older.

37. _____ created the Equal Employment Opportunity Commission.

    |_____ Americans with Disabilities Act.

    |_____ Civil Rights Act.

    |_____ Equal Pay Act.

    |_____ Vocational Rehabilitation Act.

38. The hiring of applicants based on criteria that are NOT job-related is called

    |_____ Affirmative action.

    |_____ Equal employment opportunity.

    |_____ Discrimination.

    |_____ Reverse discrimination.

39. Which one of the following statements is TRUE?

    |_____ Certain laws relating to minority groups only apply to those organizations doing business directly with the federal government.

    |_____ The Equal Pay Act of 1963 and Title VII of the Civil Rights Act are applicable only to base pay as well as opportunities for overtime, raises, bonuses, commissions, and other benefits.

    |_____ The Age Discrimination in Employment Act prohibits discrimination against people 40 years of age and older in any area of employment.

    |_____ Affirmative action refers to the elimination of hiring practices that have an adverse impact on minority groups.

Chapter 14 - Supervising employees with special problems

40. Confrontation between the employee and supervisor should NOT involve

|_____ Performance criticism.

|_____ Referral to EAP.

|_____ Referral to the ethics committee.

|_____ Discussion of the consequences of the employee's action.

Chapter 15 - Living with the labor contract

41. Specific contents of labor contracts can vary. But they may NOT include

|_____ The use of promises of benefits.

|_____ Rights of management.

|_____ Rights of unions.

|_____ Rates and levels of pay.

42. Grievances can be minimized by the following with the exception of

|_____ Gain an understanding of labor law.

|_____ Disregard complaints until they become serious issues.

|_____ Develop a cordial relationship with the union steward.

|_____ Provide a fair working environment.

Chapter 16 - Applying discipline

43. Disciplinary steps do NOT include

|_____ Oral warning not recorded.

|_____ Oral warning recorded in personnel file.

|_____ Threats of a personal nature.

|_____ Written reprimand.

44. _____ is NOT a proper reason for discipline.

|_____ Sickness.

|_____ Absenteeism.

|_____ Loafing.

|_____ Sleeping on the job.

Chapter 17 - Cost reduction and methods improvement

45. Which of the following is NOT a typical cost category?

|____ Direct labor costs.

|____ Intangible costs.

|____ Indirect costs.

|____ Operating supplies cost.

46. Cost reduction strategies may NOT include

|____ A consistent use of overtime.

|____ Increase output.

|____ Make better use of time.

|____ Regulate or level the work flow.

Chapter 18 - Safety and the supervisor

47. Some unsafe physical conditions include all EXCEPT

|____ Improper guarded machines.

|____ Poor housekeeping.

|____ Safety boots and clothing.

|____ Defective equipment and tools.

48. _____ cannot prevent accidents

|____ Learning by trial and error.

|____ Making work interesting.

|____ Being familiar with safety policy and regulations.

|____ Being familiar with proper working procedures.

49. The Occupational Safety and Health Act (OSHA)

|____ Is administered by the Occupational Safety and Health Administration of the Department of Labor.

|____ Is administered by the National Institute of Occupational Safety and Health of the Department of Health and Human Services.

|____ Applies to all nonprofit sector employees.

|____ Applies to all employees in all businesses including businesses employing only family.

Chapter 19 - Ethics and organizational politics

50. _____ is NOT a general category of supervision listed in the text that requires

ethical conduct.

└───── Loyalty.

└───── Do what I say.

└───── Human relations.

└───── Covert personal actions.

51. An employee should not try to improve her position within the company by doing the following:

└───── Pursuing their own self-interest above others.

└───── Being loyal.

└───── Showing respect for the boss.

└───── Seizing opportunities to make the boss look good.

Chapter 20 - Managing supervisory time

52. _____ activities should not usually require the time of supervisor.

└───── Routine.

└───── Innovative.

└───── Normal.

└───── Special.

53. Good paperwork habits can be managed by using all of the following activity categories EXCEPT

└───── Requires action by the supervisor.

└───── Needs to be postponed.

└───── Needs reading, passing on to someone else, or filing.

└───── Needs to be thrown away.

Chapter 21 - Developing yourself

54. Self-improvement programs may NOT include

└───── Cut grievances.

└───── Form protest groups.

└───── Take labor relation courses.

└───── Read books on job related topics.

55. You do NOT gain acceptance to some of your ideas by

└───── Stating the problem and why it is needed.

└───── Preparing a rebuttal.

└───── Insisting on a reward.

└─────── Stressing the benefits.