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***Supervision Today!, 8e* (Robbins)**
Chapter 2 Supervision Challenges

1) Changing events help to shape interactions between supervisors and their employees. Recent changes include all of the following EXCEPT _____.
A) global competitiveness
B) technology and e-business enhancements
C) stagnating operations
D) work force diversity
E) downsizing
Answer: C
Diff: 1 Page Ref: 28
LO: 2.1 Explain how globalization affects supervisors

2) Many North American companies have changed dramatically since the 1990s by improving quality and reducing costs. This is a direct response to _____.
A) job specialization
B) service orientation
C) global competition
D) organizational downsizing
E) division of work
Answer: C
Diff: 1 Page Ref: 29
LO: 2.1 Explain how globalization affects supervisors

3) Organizations have become increasingly global in their perspectives and accept the reality that national borders no longer define _____.
A) acquisitions and mergers
B) cultural diversity
C) corporations
D) mechanistic organizations
E) federal bureaucracies
Answer: C
Diff: 1 Page Ref: 29
LO: 2.1 Explain how globalization affects supervisors

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 _____.
A) outsourcing
B) conflict management
C) foreigners
D) organized labor
E) authoritarian leadership styles
Answer: C
Diff: 1 Page Ref: 30
LO: 2.1 Explain how globalization affects supervisors

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5) The concept of when we see things solely through our own eyes and within our perspectives is called _____.
A) corporate downsizing
B) parochialism
C) re-engineering
D) cultural diversity
E) acceptance of authority
Answer: B
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

6) Parochialism means _____.
A) wanting other cultures to understand our culture
B) seeing U.S. practices as better than practices in other cultures
C) recognizing that other cultures have valid, though different, practices
D) viewing U.S. practices as not being as good as the practices of other cultures
E) attempting to understand other cultures
Answer: B
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

7) Critical to the success of supervising others in the global village is understanding _____.
A) mechanistic organizations
B) corporate downsizing
C) cultural environments
D) organic organizations
E) conflict resolution
Answer: C
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

8) Research undertaken by Geert Hofstede found that a country's culture has a major effect on employees' work-related _____.
A) policies and procedures
B) leadership and personality
C) power and politics
D) centralizing and decentralizing abilities
E) values and attitudes
Answer: E
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

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9) The findings of research by Geert Hofstede group countries according to three cultural variables. One of those variables is _____.
A) societal uncertainty
B) norming differences
C) timidity
D) reputation
E) societal certainty
Answer: A
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

10) According to Geert Hofstede, a strongly individualistic U.S. supervisor may have difficulties if sent to a Pacific Rim country where _____ is predominant.
A) individual responsibility
B) collectivism
C) unilateral authority
D) individualism
E) centralized decision-making
Answer: B
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

11) The United States is a strongly _____ society.
A) symbolic
B) collective
C) chauvinistic
D) individualistic
E) nationalist
Answer: D
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

12) It is essential for supervisors to recognize that they must be _____ when dealing with employees.
A) flexible
B) autocratic
C) imperious
D) self-centered
E) arbitrary
Answer: A
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LO: 2.1 Explain how globalization affects supervisors

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13) Researcher Geert Hofstede found that supervisors and employees vary on the following dimensions of national culture EXCEPT _____.
A) quantity versus quality of life
B) power distance
C) individualism versus collectivism
D) uncertainty avoidance
E) supervisor and employee homogeneity
Answer: E
Diff: 2 Page Ref: 32
LO: 2.1 Explain how globalization affects supervisors

14) A loosely knit social framework in which people are supposed to look after their own interest and those of their immediate families is referred to as _____.
A) socialism
B) collectivism
C) individualism
D) cultural norming
E) communism
Answer: C
Diff: 1 Page Ref: 32
LO: 2.1 Explain how globalization affects supervisors

15) A tight social framework in which people expect others in their group to look after and protect them when they are in trouble is referred to as _____.
A) socialism
B) collectivism
C) individualism
D) communism
E) parochialism
Answer: B
Diff: 1 Page Ref: 32
LO: 2.1 Explain how globalization affects supervisors

16) A company's national origin is no longer a very good gauge of where it does business or the national origin of its employees.
Answer: TRUE
Diff: 1 Page Ref: 30
LO: 2.1 Explain how globalization affects supervisors

17) Parochialism leads to viewing practices in other cultures as being better than our practices.
Answer: FALSE
Diff: 1 Page Ref: 31
LO: 2.1 Explain how globalization affects supervisors

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18) 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.
Answer: TRUE
Diff: 1 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors

19) Power distance is a measure of the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally.
Answer: TRUE
Diff: 1 Page Ref: 33
LO: 2.1 Explain how globalization affects supervisors

20) _____ refers to any hi-tech equipment, tools, or operating methods that are designed to make work more efficient.
A) Empowerment
B) Technology
C) Innovation
D) Re-engineering
E) Downsizing
Answer: B
Diff: 1 Page Ref: 33
LO: 2.2 Describe how technology is changing the supervisor's job

21) The method of linking a worker's computer and modem with those of coworkers and management, making it possible to be located anywhere in the world, is called _____.
A) electronics
B) control
C) commuting
D) transforming
E) telecommuting
Answer: E
Diff: 1 Page Ref: 34
LO: 2.2 Describe how technology is changing the supervisor's job

22) Technology is making it possible to better serve customers in many industries.
Answer: TRUE
Diff: 1 Page Ref: 33
LO: 2.2 Describe how technology is changing the supervisor's job

23) In essence, technology today has enhanced supervisors' ability to perform their jobs.
Answer: TRUE
Diff: 1 Page Ref: 34
LO: 2.2 Describe how technology is changing the supervisor's job

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24) How does technology change the supervisor's job?
Answer: 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 force one to become multi-skilled. By linking computers, telephones, fax machines, copiers, 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.
Diff: 3 Page Ref: 34
LO: 2.2 Describe how technology is changing the supervisor's job

25) The online buying and selling of products or services is referred to as _____.
A) e-bay
B) e-business
C) e-commerce
D) e-merchandising
E) e-marketing
Answer: C
Diff: 2 Page Ref: 34
LO: 2.3 Explain the concepts of e-business and e-commerce

26) E-business includes the following EXCEPT _____.
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 amateur people to build and operate Intranets and Web sites
D) improving communication with suppliers and customers
E) developing strategies for running Internet-based companies
Answer: C
Diff: 1 Page Ref: 35
LO: 2.3 Explain the concepts of e-business and e-commerce

27) An important human resource issue today is adapting organizational policies and practices in light of increasing _____.
A) technology
B) downsizing
C) diversity
D) ethnocentrism
E) polycentrism
Answer: C
Diff: 2 Page Ref: 38
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

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28) Which group is projected by the Bureau of Labor Standards to make up a larger share of the U.S. workforce in 2022?
A) whites
B) Asians
C) minorities and women
D) blacks
E) Hispanics
Answer: C
Diff: 2 Page Ref: 39
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

29) Awareness of the _____ of the employee pool requires a broad range of new policies and practices.
A) expansion
B) contraction
C) creativity
D) underdevelopment
E) diversity
Answer: E
Diff: 2 Page Ref: 39
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

30) Through every stage of their lives _____ have had an enormous effect on the U.S. economy because of their sheer numbers.
A) Gen Xers
B) baby boomers
C) the greatest generation
D) Gen Yers
E) Millenials
Answer: B
Diff: 2 Page Ref: 39
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

31) When an employee group such as baby boomers retires en masse, its departure will leave gaping skill-level holes in organizations. Clearly, this has the potential to create a labor shortage, making it much more difficult for supervisors to _____ needed to accomplish organizational goals.
A) organize performance reviews
B) schedule the time
C) understand the tasks
D) direct the job activities
E) commit the energy
Answer: D
Diff: 2 Page Ref: 39
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

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32) Recent studies suggest that employees want jobs that give them _____ in their work schedules so that they can better manage work-life conflicts.
A) flexibility
B) security
C) opportunities
D) less time
E) meaningful time
Answer: A
Diff: 1 Page Ref: 40
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

33) 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.
Answer: FALSE
Diff: 1 Page Ref: 39
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

34) Define workforce diversity and how it affects supervisors.
Answer: Workforce 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.
Diff: 3 Page Ref: 38-40
LO: 2.4 Identify the significant changes that have occurred in the composition of the workforce

35) The term used to describe U.S. companies working to become "lean and mean" organizations by cutting staffs and reshaping their organizations is referred to as _____.
A) mechanistic organizing
B) downsizing
C) re-engineering
D) centralizing authorities
E) bureaucratic organizing
Answer: B
Diff: 2 Page Ref: 42
LO: 2.5 Explain why corporations downsize

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36) Organizations downsize to accomplish two primary goals - to create greater efficiency and reduce costs.
Answer: TRUE
Diff: 1 Page Ref: 42
LO: 2.5 Explain why corporations downsize

37) Explain why downsizing can create problems for the supervisor.
Answer: 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 being the survivors and to not want to work together. Downsizing may foster issues for the survivors. Unless the work processes have been revamped, major tasks of jobs that were cut may still be required. Usually that means increased workloads for the remaining employees. This can lead to longer workdays, creating conflicts for employees between their work and personal lives. It can also lead to greater anxiety, more stress on the job, and increased absenteeism. For the supervisor, these too can dramatically affect work unit productivity.
Diff: 3 Page Ref: 44
LO: 2.5 Explain why corporations downsize

38) The quality revolution that continues to take place in both the private and public sectors is known by the generic descriptive term _____.
A) continuous improvement
B) human resource management
C) Theory X management
D) human resource capital
E) scientific management
Answer: A
Diff: 1 Page Ref: 42
LO: 2.6. Understand the concept of continuous improvement and identify its goals

39) The primary goals of continuous improvement include the following EXCEPT _____.
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
Answer: E
Diff: 1 Page Ref: 43
LO: 2.6. Understand the concept of continuous improvement and identify its goals

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40) A radical or quantum change in an organization's work process is commonly referred to as _____.
A) quality circles
B) unity of command
C) work process engineering
D) span of management
E) span of control
Answer: C
Diff: 1 Page Ref: 43
LO: 2.6. Understand the concept of continuous improvement and identify its goals

41) Continuous improvement is concerned with radical or quantum change where work process engineering focuses on ongoing incremental change.
Answer: FALSE
Diff: 2 Page Ref: 43
LO: 2.6. Understand the concept of continuous improvement and identify its goals

42) Most recent data suggest that as many as _____ percent of U.S. workers are in part-time, contract, or other nonstandard jobs.
A) 10 %
B) 20 %
C) 30 %
D) 40 %
E) 50 %
Answer: D
Diff: 2 Page Ref: 44
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"

43) A supervisor must be alert to the warning signs of a unit in trouble. One such sign might be _____.
A) vacation requests
B) performance declines
C) extra training
D) management commendation
E) contract negotiations
Answer: B
Diff: 1 Page Ref: 47
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"

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44) One of the key components in handling a disaster could be having a disaster recovery plan in place which may include such information as _____.
A) work schedules
B) job assignments
C) emergency work sites
D) contract stipulations
E) contact phone numbers
Answer: C
Diff: 1 Page Ref: 47
LO: 2.7 Describe why supervisors must be able to "thrive on chaos"

45) An obligation that organizations have to the public — going beyond the law and profit making — is _____.
A) a union free plant
B) profit maximization
C) social responsibility
D) corporate downsizing
E) return on investment
Answer: C
Diff: 1 Page Ref: 48
LO: 2.8 Define ethics

46) The foundation of a business's public involvement is called _____.
A) social obligation
B) global management
C) autocratic leadership
D) bottom-up planning
E) Theory X management
Answer: A
Diff: 1 Page Ref: 48
LO: 2.8 Define ethics

47) 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 _____.
A) coercive power
B) social responsiveness
C) manipulation
D) corporate culture
E) business ethics
Answer: B
Diff: 1 Page Ref: 48
LO: 2.8 Define ethics

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48) 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.
Answer: TRUE
Diff: 1 Page Ref: 50
LO: 2.8 Define ethics

49) What is social responsibility in an organization?
Answer: 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.
Diff: 3 Page Ref: 48
LO: 2.8 Define ethics

50) Identify business ethics and explain how supervisors act ethically on the job.
Answer: 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.
Diff: 3 Page Ref: 49-50
LO: 2.8 Define ethics

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