

TEST BANK



SUPERVISION TODAY!

6
EDITION



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Chapter 2: Supervision Challenges

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

- 1) Planning for change would constitute the following EXCEPT FOR:
 - A) work force diversity.
 - B) downsizing
 - C) global competitiveness.
 - D) stagnating operations.
 - E) technology enhancements.

- 2) Many North American companies have changed dramatically in the 1990s by improving quality and reducing costs. This is a direct response to:
 - A) service organization.
 - B) global competition.
 - C) organization downsizing.
 - D) division work.
 - E) job specialization.

- 3) Organizations have become increasingly global in their perspectives and accept the reality that national borders no longer define:
 - A) mechanistic organizations.
 - B) federal bureaucracies.
 - C) cultural diversities.
 - D) corporations.
 - E) acquisitions and mergers.

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

- 5) The concept of when we see things solely through our own eyes and within our perspectives is called:
 - A) parochialism.
 - B) cultural diversity.
 - C) acceptance of authority.
 - D) re-engineering.
 - E) corporate downsizing.

- 6) Critical to the success of supervising others in the global village is understanding:
 - A) corporate downsizing.
 - B) cultural environments.
 - C) conflict resolution.
 - D) organic organizations.
 - E) mechanistic organizations.

- 7) Research undertaken by Geert Hofstede found that a country's culture had a major effect on employees' work related:
- A) power and politics.
 - B) policies and procedures.
 - C) leadership and personality.
 - 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:
- A) assertiveness.
 - B) norming differences.
 - C) status differences.
 - D) societal uncertainty.
- 9) According to Hofstede, a strong individualistic U.S. supervisor may have difficulties if sent to a Pacific Rim country where:
- A) individualism dominates.
 - B) collectivism dominates.
 - C) unilateral authority is predominant.
 - D) individual responsibility dominates.
 - E) centralized decision-making is predominant.
- 10) In dealing with employees, supervisors must recognize that they must be:
- A) individual decision makers.
 - B) flexible and adaptable.
 - C) authority figures.
 - D) self-centered.
 - E) autocratic leaders.
- 11) Today's supervisors must recognize the following individual differences among employees EXCEPT FOR:
- A) employee backgrounds.
 - B) employee work schedules.
 - C) employee customs.
 - D) employee homogeneity.
- 12) Hofstede found that supervisors and employees vary on the following dimensions on national culture EXCEPT FOR:
- A) individualism versus collectivism.
 - B) power distance.
 - C) quantity versus quality of life.
 - D) supervisor and employee homogeneity.
 - E) uncertainty avoidance.

- 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:
- A) communism.
 - B) collectivism.
 - C) cultural norming.
 - D) individualism.
 - E) socialism.
- 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:
- A) individualism.
 - B) collectivism.
 - C) multi-cultural diversity.
 - D) legitimate power.
 - E) parochialism.
- 15) Technological developments impact the role of the supervisor in the following ways EXCEPT FOR:
- A) increase in face to face meetings.
 - B) cellular telephones.
 - C) lap-top computers.
 - D) e-mail.
 - E) modems.
- 16) Any hi-tech equipment, tools or operating methods that are designed to make work more efficient are called:
- A) downsizing.
 - B) empowerment.
 - C) leadership.
 - D) technology.
 - E) re-engineering.
- 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:
- A) corporate downsizing.
 - B) span of management.
 - C) span of control.
 - D) employee empowerment.
 - E) telecommuting.
- 18) Individuals comprised of males, females, whites, blacks, Hispanics, Asians, Native Americans, the disabled, homosexuals, straights, and the elderly are called:
- A) ethnocentrism.
 - B) work force diversity.
 - C) polocentrism.
 - D) homogeneous society.
 - E) geocentrism.

- 19) The largest group in the work force, regarded as career climbers, is called:
- A) status seekers.
 - B) social climbers.
 - C) baby-busters.
 - D) baby-boomers.
 - E) mature workers.
- 20) American companies working to become "lean and mean" organizations by cutting their staffs and reshaping their organizations are called:
- A) mechanistic organizations.
 - B) downsizing.
 - C) bureaucratic organizations.
 - D) re-engineered.
 - E) centralized authorities.
- 21) A philosophy of management that is driven by customer needs and expectations that is taking place in both business and the public sector is called:
- A) human resource management.
 - B) scientific management.
 - C) continuous improvement.
 - D) Theory X management.
 - E) human resource capital.
- 22) A radical or quantum change in an organization's work process is commonly referred to as:
- A) span of control.
 - B) unity of command.
 - C) span of management.
 - D) quality circles.
 - E) work process engineering.
- 23) An obligation organizations have to the public—going beyond the law and profit making is:
- A) return on investment.
 - B) corporate downsizing.
 - C) a union free plant.
 - D) social responsibility.
 - E) profit maximization.
- 24) The foundation of a business's public involvement is called:
- A) bottom-up planning.
 - B) autocratic leadership.
 - C) social obligation.
 - D) Theory X management.
 - E) global 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:
- A) coercive power.
 - B) corporate culture.
 - C) manipulation.
 - D) business ethics.
 - E) social responsiveness.

- 26) Some of the most recent changes are as follows EXCEPT FOR:
- A) global market competitiveness.
 - B) technology.
 - C) upsizing.
 - D) downsizing.
 - E) workforce diversity.
- 27) Parochialism means:
- A) recognizing that other people have valid, though different, ways of thinking and doing things.
 - B) wanting other cultures to understand our culture.
 - C) view your practices as being not as good as other cultures.
 - D) seeing things solely through our own eyes.
- 28) E-business includes the following EXCEPT:
- A) collaborating with partners to electronically coordinate design and production.
 - B) developing strategies for running Internet-based companies.
 - C) identifying a different kind of leader to run a virtual business.
 - D) improving communication with supplier and customers.
 - E) the challenge of finding unskilled people to build and operate Intranets and Web sites.
- 29) Which group will make up a larger share of the workforce in the future?
- A) Minorities and women
 - B) Asians
 - C) Whites
 - D) Hispanics
 - E) Blacks
- 30) The primary goals of continuous improvement are all of the below EXCEPT:
- A) involve employees.
 - B) strive to improve the quantity of the work.
 - C) focus on the customer.
 - D) seek continual improvement.
 - E) seek accurate measurement.

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.
- 32) Parochialism leads to viewing practices in other cultures as being better than our practices.
- 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.
- 34) The key to success for a supervisor is to never make any adjustments to the planning of improving technology.
- 35) Technology is making it possible to better serve customers in many industries.

- 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.
- 37) Organizations downsize to accomplish two primary goals-to create greater efficiency and reduce costs.
- 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.
- 39) Continuous improvement is concerned with radical or quantum change where work process engineering focuses on ongoing incremental change.
- 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.

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) _____ requires organizational members to rethink what work should be done, how it is to be done, and how to best implement these decisions.
- 49) _____ can generate a positive outcome for supervisors and employees in their units because everyone involved may now have input into how work is best done.
- 50) _____ is an attempt by companies to become more responsive to customers and more efficient in their operations.

- 51) Tomorrow's successful supervisors will be those who have learned 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.