Student name:\_\_\_\_\_\_\_\_\_\_

**1)** Describe management functions according to Henri Fayol.

**2)** Describe the activities a manager typically performs according to the classic view of management skills.

**3)** How should a supervisor manage a diverse workforce? What are the opportunities and challenges?

**4)** Discuss the changes that a person goes through when he or she gets promoted to a supervisory position.

**5)** How can supervisors be loyal and fair at their work?

**6)** A manager at the first level of management is called a(n)

A) top executive.   
 B) middle manager.  
 C) assembly-line worker.  
 D) supervisor.

**7)** Which of the following acts states that a supervisor is “any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment”?

A) the Wagner Act   
 B) the Taft-Hartley Act  
 C) the Norris–La Guardia Act  
 D) the Fair Labor Standards Act

**8)** Dillon, a new employee at Texcare Inc., reports to Debra, who is at the first level of management. In the context of different levels of management, Debra is most likely

A) a manager.   
 B) a stakeholder.  
 C) a supervisor.  
 D) the director.

**9)** Which of the following statements is true of managing at the supervisory level?

A) Supervisors are managers at the second level of management.   
 B) Supervisors are responsible for ensuring that each department contributes to accomplishing the company’s goals.  
 C) Supervisors need to forecast projects and involve themselves in long-term planning.  
 D) Supervisors need to formulate visions for their companies and develop business strategies.

**10)** Which of the following must be a supervisor’s primary focus?

A) efficiency   
 B) long-term planning  
 C) future-oriented conceptualization  
 D) predictability

**11)** According to Abraham Maslow’s hierarchical pattern of needs, the most basic needs of any human being are

A) safety needs.   
 B) physiological needs.  
 C) needs related to love and belonging.  
 D) esteem needs.

**12)** According to Abraham Maslow’s hierarchical pattern of needs, which of the following is included in the final part of the hierarchy?

A) safety needs   
 B) physiological needs  
 C) self-actualization  
 D) self-esteem

**13)** \_\_\_\_\_\_\_\_\_\_, a French industrialist, is often regarded as the pioneer of administrative theory.

A) Frederick W. Taylor   
 B) Henri Fayol  
 C) Abraham Maslow  
 D) Ivan Pavlov

**14)** \_\_\_\_\_\_\_\_\_\_ is often referred to as the “father of scientific management.”

A) Frederick W. Taylor   
 B) Henri Fayol  
 C) Abraham Maslow  
 D) Ivan Pavlov

**15)** Which of the following stages of Maslow’s hierarchy of needs includes an attitude of acceptance, a lack of racial biases, and creativity?

A) self-actualization needs   
 B) physiological needs  
 C) safety needs  
 D) esteem needs

**16)** Which of the following is true about supervision?

A) Henri Fayol generated the idea that the application of science to the study of production can result in maximal employee efficiency.   
 B) Supervision is management at the highest level of an organization.  
 C) It is important for supervisors to help workers to satisfy their personal needs while being productive in organizations.  
 D) The quality of an organization is often independent of the quality of interactions among its members.

**17)** Supervisors emphasize people orientation because they

A) work with conceptualization and policy formation and understand a company’s requirements.   
 B) work with other departments to collaborate on achieving tasks.  
 C) plan organizational strategies with top management.  
 D) deal directly with employees and have knowledge about an organization’s customers.

**18)** In the context of the modern view of management skills, what does sustainability refer to?

A) a supervisor’s responsibility of generating tools that allow information to be shared consistently   
 B) an organization’s potential to generate high levels of profit over long periods of time  
 C) a business’s ability to operate with minimal impact on the environment  
 D) an overseer’s ability to evaluate employees based on their work efficiency

**19)** In the context of the management skills of a successful supervisor, \_\_\_\_\_\_\_\_\_\_ involve the ability to see the relationship of the parts to the whole and to one another.

A) empowering skills   
 B) human relations skills  
 C) conceptual skills  
 D) monitoring skills

**20)** Mary has worked as a seamstress for 10 years. Her ability to sew flawlessly is an example of her

A) decision-making skills.   
 B) conceptual skills.  
 C) motivational skills.  
 D) technical skills.

**21)** For a supervisor, conceptual skills include

A) recognizing how the work of various employees affects the performance of a department as a whole.   
 B) the specialized knowledge and expertise used to carry out particular mechanical, scientific, or work-related techniques or procedures.  
 C) communicating with, motivating, and understanding people.  
 D) the ability to analyze information and reach good decisions.

**22)** Which of the following sets of skills is almost equally significant at all levels of management?

A) conceptual skills   
 B) human relations skills  
 C) technical skills  
 D) decision-making skills

**23)** Supervisors rely more on technical skills than do higher-level managers because

A) higher-order skills like human relations are of little use to supervisors.   
 B) supervisors are expected to deal with technical work only.  
 C) their subordinates are generally low in skills and require fewer human relations skills to manage.  
 D) employees who have a problem doing their jobs go to the supervisor and expect help.

**24)** In the context of important managerial skills, the ability to analyze information about events, trends, and changes in the environment to identify threats and opportunities for a work unit is part of the \_\_\_\_\_\_\_\_ set of skills.

A) innovative thinking   
 B) short-term planning  
 C) monitoring operations  
 D) external monitoring

**25)** In the context of skills of successful managers, \_\_\_\_\_\_\_\_\_\_ primarily involves checking on the progress and quality of the work and evaluating individual and unit performance.

A) monitoring operations   
 B) empowering  
 C) consulting  
 D) envisioning change

**26)** In the context of skills of successful managers, \_\_\_\_\_\_\_\_\_\_ primarily involves checking with people before making decisions that affect them, encouraging others to participate in decision making, and using the ideas and suggestions of others in decision making.

A) consulting   
 B) empowering  
 C) clarifying roles  
 D) envisioning change

**27)** In the context of skills of successful managers, being considerate when tasks are difficult and helping employees overcome anxiety and stress is part of the \_\_\_\_\_\_\_\_\_\_ set of skills.

A) developing   
 B) supporting  
 C) empowering  
 D) consulting

**28)** Providing praise for significant achievements and effective performance is part of the managerial skill called

A) developing.   
 B) supporting.  
 C) empowering.  
 D) recognizing.

**29)** Alan is the supervisor of a technical support team. He ensures that he provides his subordinates appropriate coaching and advice to help them execute tasks. He also provides them opportunities to improve and expand their skills. In the context of skills of successful managers, Alan is utilizing his

A) supporting skills.   
 B) empowering skills.  
 C) consulting skills.  
 D) developing skills.

**30)** In the context of skills of successful managers, \_\_\_\_\_\_\_\_\_\_ primarily involves allowing substantial responsibility and discretion in work activities and trusting people to solve problems and make decisions without getting approval first.

A) empowering   
 B) developing  
 C) supporting  
 D) consulting

**31)** In the context of skills of successful managers, presenting an appealing description of desirable outcomes that the unit can achieve and describing a proposed change with enthusiasm and conviction is primarily part of

A) monitoring operations.   
 B) short-term planning.  
 C) encouraging innovative thinking.  
 D) envisioning change.

**32)** In the context of skills of successful managers, making sacrifices to encourage and promote desired outcomes in an organization is primarily part of

A) monitoring operations.   
 B) taking risks for change.  
 C) external monitoring.  
 D) envisioning change.

**33)** In the context of skills of successful managers, \_\_\_\_\_\_\_\_\_\_ primarily involves challenging people to question their assumptions about the work and consider better ways of doing it.

A) monitoring operations   
 B) taking risks for change  
 C) encouraging innovative thinking  
 D) envisioning change

**34)** Efforts to carry out critical management-related duties, such as planning, setting objectives for employees, and monitoring performance, can be best categorized as

A) team-related activities.   
 B) change-related activities.  
 C) people-related activities.  
 D) task-related activities.

**35)** According to the modern view of management skills, a manager’s efforts to empower employees to solve problems and develop their skills are categorized as

A) task-related activities.   
 B) analysis-related activities.  
 C) people-related activities.  
 D) change-related activities.

**36)** According to the modern view of management skills, a change-related activity would be to

A) provide employees support and encouragement.   
 B) empower employees to solve problems.  
 C) recognize employees’ contributions.  
 D) propose new tactics and strategies.

**37)** Melissa is a supervisor at an accounting firm. She carefully plans duties for employees, establishes employees’ goals that are aligned with the strategic goals of the organization, and regularly monitors the performance of employees. According to the modern view of management skills, Melissa’s efforts would be categorized as

A) career-related activities.   
 B) task-related activities.  
 C) skill-related activities.  
 D) people-related activities.

**38)** Which of the following managerial skills do supervisors and other managers rely on when they need to assign tasks and explain job responsibilities, task objectives, and performance expectations?

A) envisioning change   
 B) taking risks for change  
 C) clarifying roles  
 D) monitoring operations

**39)** Which of the following managerial skills do supervisors and other managers rely on to determine how to use personnel and other resources to accomplish a task efficiently and determine how to schedule and coordinate activities efficiently?

A) short-term planning   
 B) external monitoring  
 C) empowering  
 D) developing

**40)** Mark is a training manager at Renox Inc. He encourages employees to think critically about the work they have been assigned and enables them to develop new methods of completing their tasks. He also recognizes the achievements of employees who generate innovative solutions to problems and regularly rewards them for their efforts. In the modern view of management skills, Mark’s efforts would fall under

A) change-related activities.   
 B) culture-related activities.  
 C) task-related activities.  
 D) people-related activities.

**41)** Barry, a customer service executive, finds it difficult to handle an angry customer. He asks his supervisor, Ben, to handle the situation. Ben listens to the customer patiently and apologizes for the inconvenience caused. This calms the customer down. In the context of supervisory skills, Ben primarily used \_\_\_\_\_\_\_\_\_\_ skills to solve the problem.

A) technical   
 B) human relations  
 C) conceptual  
 D) decision-making

**42)** Which of the following is an example of the developing skills of successful managers?

A) providing coaching and advice   
 B) providing praise and recognition for effective performance  
 C) being considerate  
 D) checking on the progress and quality of work

**43)** Ray, a manager at Senzel Inc., wants to implement a new piece of software in the company’s processes. This software will help him monitor the productivity of his employees more effectively. However, before implementing the change, he discusses it with lower-level managers to understand the effect it will have on the internal environment of the company. Ray is primarily utilizing \_\_\_\_\_\_\_\_\_\_ skills in this scenario.

A) developing   
 B) consulting  
 C) recognizing  
 D) empowering

**44)** Maya, a supervisor at Zelden Inc., focuses on achieving her department’s goals on time. She understands that it contributes to achieving the organization’s goals. In the context of the classical understanding of management skills, Maya has good \_\_\_\_\_\_\_\_\_\_ skills.

A) controlling   
 B) empowering  
 C) technical  
 D) conceptual

**45)** Gary is a supervisor at a manufacturing company. He keeps accurate records of the company’s production rates. He also plans the activities of his employees so that production lines operate at maximum efficiency. In the context of the classical understanding of management skills, Gary’s abilities can be categorized under

A) human relations skills.   
 B) decision-making skills.  
 C) technical skills.  
 D) conceptual skills.

**46)** Michelle is a sales manager at Feuzen Inc. Her job includes analyzing recent trends and evaluating modern technological changes. In this scenario, Michelle is primarily engaged in

A) clarifying roles.   
 B) external monitoring.  
 C) thinking innovatively.  
 D) short-term planning.

**47)** Elizabeth is a supervisor at Marten Inc., a company that sells electronic goods. Steven, a new sales executive at Marten Inc., finds it difficult to communicate effectively with customers. The best way in which Elizabeth can help Steven in the long run is to

A) help him by dealing with customers and making sales herself.   
 B) teach him how to handle customers on his own.  
 C) let experienced employees in the company handle customers.  
 D) set him lower sales targets so that he gets room to develop his skills.

**48)** Aubrey is a supervisor at Air Box Storage, a large web storage company. She pushes her employees to constantly reevaluate the methods they use to complete their tasks and develop better ways of doing them. In the context of the skills of successful managers, which set of skills does Aubrey demonstrate in this scenario?

A) encouraging innovative thinking   
 B) external monitoring  
 C) envisioning change  
 D) taking risks for change

**49)** Margaret is the only female employee at her workplace, which includes 20 employees. Her suggestions are often overlooked because of this. In the context of the diversity of the workplace, this is an example of

A) a gap in communication.   
 B) an empowering issue.  
 C) subtle discrimination.  
 D) supporting behavior.

**50)** Choose the correct statement regarding workforce diversity.

A) Almost everybody holds some stereotypes that consciously or unconsciously influence their behavior.   
 B) Questioning negative stereotypes rarely helps supervisors and other managers in improving employee attitudes, and thus should be avoided.  
 C) It is alright for managers to give preference to employees on the basis of their sex.  
 D) Mistaking an African American professional for someone with a less prestigious job cannot be considered a form of discrimination.

**51)** Chang works as a supervisor at Corpus Inc. He finds that Emily, the only female employee in the office, has difficulties communicating effectively with her colleagues because of subtle discrimination. In the context of dealing with discrimination, Chang must

A) speak to Emily on a regular basis to alleviate the emotional and psychological effects of discrimination.   
 B) train Emily to deal with discrimination in an effective manner.  
 C) empower Emily with authority so that other employees respect her.  
 D) question negative stereotypes regarding Emily and ask the employees to avoid such remarks.

**52)** Lorenzo works as a supervisor at NovaMachines Corp., a manufacturing firm. He finds that raw materials are being used ineffectively, as a result of which NovaMachines Corp. is incurring losses. He asks his subordinates to make appropriate changes to increase the efficiency of raw material utilization. In this scenario, Lorenzo is primarily engaged in the function of

A) planning.   
 B) organizing.  
 C) controlling.  
 D) staffing.

**53)** Deciding on a department’s goals and how to meet them most accurately describes the function of

A) planning.   
 B) leading.  
 C) organizing.  
 D) controlling.

**54)** Christie works as a supervisor at Rubrics Inc. She is engaged in preparing a budget for her department, which includes all the expenditure made on furniture. Which of the following supervisory functions does this most accurately exemplify?

A) planning   
 B) leading  
 C) organizing  
 D) controlling

**55)** Rhonda is the supervisor of the spare parts department at a car dealership. Her responsibilities include scheduling work for employees, setting deadlines, and delegating work on ordering and counting the inventory. Rhonda’s responsibilities can be best categorized as the supervisory function of

A) leading.   
 B) controlling.  
 C) organizing.  
 D) planning.

**56)** 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) organizing.   
 B) staffing.  
 C) controlling.  
 D) leading.

**57)** Influencing employees to act (or not act) in a certain way is a primary part of the management function called

A) leading.   
 B) planning.  
 C) organizing.  
 D) controlling.

**58)** A vision will not become a reality unless employees know and want to do their part. \_\_\_\_\_\_\_\_\_\_, as a function of management, is primarily associated with this aspect.

A) Leading   
 B) Organizing  
 C) Staffing  
 D) Controlling

**59)** Monitoring performance and making needed corrections is the management function of

A) leading.   
 B) planning.  
 C) staffing.  
 D) controlling.

**60)** Sandra works as the supervisor of the accounting department of Welfare Co. She notices that in the month of September, the expenditure on supplies was much more than the planned budget. She looks into the surplus expenditure and finds that she had approved a bulk purchase of supplies to take advantage of a volume discount. Sandra then makes appropriate corrections so that future expenditure on supplies is in line with the planned budget. In this scenario, Sandra is primarily engaged in the management function of

A) controlling.   
 B) organizing.  
 C) leading.  
 D) staffing.

**61)** On which of the following sets of management functions do higher-level managers usually spend most of their time?

A) staffing and controlling   
 B) planning and organizing  
 C) staffing and organizing  
 D) organizing and controlling

**62)** Supervisors typically spend most of their time

A) staffing and controlling.   
 B) planning and organizing.  
 C) staffing and organizing.  
 D) leading and controlling.

**63)** In the context of the controlling function of management, employees are motivated to improve their performance when

A) they believe that the upper management cannot interfere in day-to-day operations.   
 B) they are encouraged to compete with each other when working on the team’s goals.  
 C) they know what is expected of their department to achieve the goals of the company.  
 D) they believe that help and feedback are related to their true skills and performance.

**64)** Organizing draws heavily on a supervisor’s conceptual skills, but leading requires good \_\_\_\_\_\_\_\_\_\_ skills.

A) technical   
 B) human relations  
 C) conceptual  
 D) decision-making

**65)** Abigail, a production manager at Teznek Inc., interviews and selects candidates who will work in her team. In this scenario, Abigail is mainly performing the \_\_\_\_\_\_\_\_\_\_ function.

A) planning   
 B) organizing  
 C) staffing  
 D) leading

**66)** Bilal, a supervisor at BrainWare Corp., is given the task of organizing and setting up processes for a new department in his company. This new task will draw heavily on Bilal’s \_\_\_\_\_\_\_\_\_\_ skills.

A) human relations   
 B) conceptual  
 C) technical  
 D) motivational

**67)** Supervisors spend most of their time leading and controlling because

A) other functions, like planning and organizing, are of no use to them.   
 B) these functions help them effectively deal with higher-level managers.  
 C) they communicate directly with the heads of other departments.  
 D) they work directly with the employees who are producing or selling a product.

**68)** Ranjan, a professor at a university, teaches his management students about the ways to utilize resources and equipment in a job in order to achieve maximum efficiency and effectiveness. In the context of the functions of a supervisor, Ranjan discusses the \_\_\_\_\_\_\_\_\_\_ function.

A) controlling   
 B) staffing  
 C) communicating  
 D) leading

**69)** A supervisor’s responsibilities include

A) communicating only with superiors and subordinates.   
 B) conceptualizing projects and tasks.  
 C) projecting the future trends of a company.  
 D) providing an opportunity for employees to evaluate him or her.

**70)** Identify the correct statement regarding supervisory responsibilities.

A) Supervisors should keep their staff informed and up to date.   
 B) Supervisors should avoid having a sense of humor.  
 C) Supervisors should refrain from learning proper hiring practices.  
 D) Supervisors should keep vague employee records.

**71)** Which of the following terms refers to the practice of imposing penalties for failing to carry out responsibilities adequately and usually includes giving rewards for meeting responsibilities?

A) controlling   
 B) accountability  
 C) benchmarking  
 D) sustainability

**72)** Because supervisors are responsible for building morale and carrying employee concerns to the relevant managers, they are expected to serve as a kind of \_\_\_\_\_\_\_\_\_\_ between employees and management.

A) arbitrator   
 B) initiator  
 C) strategist  
 D) linchpin

**73)** Sarah, a supervisor at Zenair Inc., forgets to communicate the organization’s sales targets for the day to her employees, which results in low sales performance. In the context of the responsibilities of a supervisor, Sarah failed to

A) be accessible to those under supervision.   
 B) keep the staff informed and up to date.  
 C) specialize in her duties.  
 D) train her subordinates.

**74)** Akira, a supervisor at Weld-on Inc., was required to work in place of his subordinate because of a shortage of personnel in the workforce. He did his work in an effective way. In the context of the responsibilities of a supervisor, Akira was good at

A) being able to perform the duties of his subordinate.   
 B) adhering to anti-discrimination rules.  
 C) keeping in touch with his workplace standards.  
 D) providing an opportunity for his employees to evaluate him.

**75)** Of the 20 sales executives at Orion Sales Inc., James is the only one to be promoted to the position of supervisor. However, he realizes that it will be difficult for him to exercise authority over his subordinates because they see him as a colleague. In order to acquire power, James should

A) make immediate changes in the department.   
 B) associate with top-level managers to learn how to acquire power.  
 C) ask his boss to officially announce his new position in the company.  
 D) try to sort out any issues in the department all by himself.

**76)** Jia, a sales executive, performs exceptionally well at her work. Bill, Jia’s supervisor, gives her monetary incentives for her outstanding performance. Bill is primarily exercising the \_\_\_\_\_\_\_\_\_\_ function of a supervisor.

A) loyalty   
 B) accountability  
 C) fairness  
 D) controlling

**77)** Salma is a new supervisor. She realizes that she lacks the necessary human relations skills to perform her job in an effective way. The best way for Salma to learn human relations skills is to

A) associate with managers.   
 B) assign tasks and give feedback to subordinates.  
 C) read performance appraisals and observe the behavior of employees.  
 D) utilize authority to get work done.

**78)** In the context of performing supervisory duties, the right to do certain things is known as

A) authority.   
 B) accountability.  
 C) power.  
 D) monitoring.

**79)** In the context of performing supervisory duties, \_\_\_\_\_\_\_\_\_\_ is the ability to do certain things.

A) power   
 B) authority  
 C) accountability  
 D) empowerment

**80)** Which of the following behaviors will allow a newly promoted supervisor to transition smoothly to a position of power?

A) focusing on evaluating the success of the whole team rather than of individuals   
 B) making changes quickly to the department to assert authority  
 C) communicating directly with more assertive employees to understand how the department feels  
 D) encouraging and teaching employees to manage tasks the supervisor handled before being promoted

**81)** Bob has been promoted to a supervisory position and will take charge of his work group in six months. He is anxious about his new position. In this scenario, Bob should focus on

A) handing over all tasks to his subordinates.   
 B) preparing for the job.  
 C) seeking a better opportunity elsewhere.  
 D) obtaining and using power and authority.

**82)** Which of the following would be a new supervisor’s most reliable source of getting to know his or her new employees?

A) the top management   
 B) the performance appraisals of employees  
 C) the human resource department  
 D) the employees themselves

**83)** Isaac is promoted to the position of supervisor in his company. Later, he notices that Dexter, an employee, is jealous of his promotion because he was also a candidate for the supervisory position that was given to Isaac. Which of the following steps should Isaac take up in order to solve this issue effectively?

A) speak about this issue to top-level executives   
 B) try to defuse the conflict by training Dexter to become a supervisor  
 C) neglect Dexter’s feelings and perform his job with honesty  
 D) try to understand Dexter’s perspective and ask for his support on important tasks

**84)** \_\_\_\_\_\_\_\_\_\_ skills are relatively important for first-level managers. Hence, most supervisors start out working in a department they now supervise.

A) Conceptual   
 B) Technical  
 C) Human relations  
 D) Decision-making

**85)** Jinny, a technical assistant at TechCare Inc., loves her job. She takes pride in the fact that she is knowledgeable about her job. However, she associates with very few people at the office and dislikes ordering or requesting others to perform tasks. She finds it difficult to communicate with her superiors. From this scenario, we can infer that Jinny would be a poor supervisor because she lacks

A) conceptual skills to create strategies.   
 B) motivation to perform her job better.  
 C) the ability to inspire others to achieve their goals.  
 D) the ability to plan her tasks effectively.

**86)** Kathleen, a new supervisor at Fashions Co., finds it difficult to assign difficult tasks to her subordinates. She thinks her subordinates lack enough motivation to perform these jobs. Consequently, she performs the most difficult tasks at Fashions Co. all by herself. In the context of the characteristics of a successful supervisor, Kathleen lacks

A) the desire for the job.   
 B) a positive attitude.  
 C) the ability to delegate.  
 D) communication skills.

**87)** Ray loves his job as a technical service executive. He enjoys being creative when dealing with challenges. Ray is offered a supervisory position in his department because of his performance and enthusiasm. The new position is challenging, but he turns it down because it does not require creativity. In the context of the characteristics of a successful supervisor, Ray lacks

A) the ability to control his employees.   
 B) a positive attitude toward the job.  
 C) the sense of loyalty.  
 D) the desire for the job.

**88)** Jane, a supervisor at MotoDel Inc., often complains about her position in front of her subordinates. This results in poor productivity levels in her team. In the context of the characteristics of a successful supervisor, Jane lacks

A) fairness in her approach toward subordinates.   
 B) the ability to delegate tasks effectively.  
 C) communication skills.  
 D) a positive attitude.

**89)** Jonathan, a new supervisor at Feedz Corp., has problems with assigning authority and tasks to different employees. He finds it difficult to match the skills of the employees with the tasks they perform. This affects the efficiency of his projects. In the context of the characteristics of a successful supervisor, Jonathan lacks

A) the desire for the job.   
 B) the ability to delegate.  
 C) loyalty.  
 D) attitude.

**90)** A supervisor’s commitment to employees and customers is significant because supervisors

A) help top management in formulating long-term strategies.   
 B) act as initiators of ideas regarding product innovations.  
 C) play a critical role in cross-department communication.  
 D) inspire employees to do their best.

**91)** Wilma, a supervisor at Star Insurance Inc., favors her employee, Jill, over other employees. She provides Jill with better opportunities to prove her potential, praises her incessantly, and assigns her the best projects. Which of the following characteristics of a successful supervisor is Wilma lacking?

A) fairness   
 B) loyalty  
 C) communication skills  
 D) delegation skills

**92)** The characteristic of successful supervisors that involves listening to what employees have to say is known as

A) fairness.   
 B) communication skills.  
 C) loyalty.  
 D) delegation skills.

**93)** Assigning work to employees refers to which of the following characteristics of a successful supervisor?

A) ability to delegate   
 B) ability to be fair  
 C) ability to be loyal  
 D) ability to have a positive attitude

**94)** Henry is an engineer in an aerospace company. He has excellent technical skills and enjoys his job, but he lacks interest in making plans and inspiring others to achieve their goals. Due to his superior technical ability, he is offered a promotion to a supervisory position. He turns out to be an unsuccessful supervisor. Which of the following characteristics of a successful supervisor did he lack?

A) loyalty   
 B) communication skills  
 C) fairness  
 D) the desire for the job

**95)** Mark has been promoted to a supervisory position. He explains to the workers what their job is but fails to provide them with feedback about their performance. Due to this, the workers keep making the same mistakes over and over again. Which of the following characteristics of a successful supervisor should Mark have to become a better supervisor?

A) loyalty   
 B) ability to delegate  
 C) fairness  
 D) communication skills

**96)** In general, employees who report to supervisors are managers.

⊚ true  
 ⊚ false

**97)** In an organization whose management is not committed to developing a diverse workforce, supervisors should not indulge in providing advice and coaching to female and nonwhite employees.

⊚ true  
 ⊚ false

**98)** A supervisor’s responsibilities include determining the department’s goals and the ways to meet them.

⊚ true  
 ⊚ false

**99)** Higher-level managers are responsible for executing the duties assigned to them by supervisors.

⊚ true  
 ⊚ false

**100)** Cooperating with coworkers in other departments is one of the responsibilities of a supervisor.

⊚ true  
 ⊚ false

**101)** A company can hire a recent college graduate as a supervisor if that person demonstrates the leadership abilities or specialized skills that are required for the position.

⊚ true  
 ⊚ false

**102)** A new supervisor should first understand how a department functions and what employees expect before implementing changes in the department.

⊚ true  
 ⊚ false

**Answer Key**Test name: chapter 1

6) D

7) B

8) C

9) B

10) A

11) B

12) C

13) B

14) A

15) A

16) C

17) D

18) C

19) C

20) D

21) A

22) B

23) D

24) D

25) A

26) A

27) B

28) D

29) D

30) A

31) D

32) B

33) C

34) D

35) C

36) D

37) B

38) C

39) A

40) D

41) B

42) A

43) B

44) D

45) C

46) B

47) B

48) A

49) C

50) A

51) D

52) C

53) A

54) A

55) C

56) B

57) A

58) A

59) D

60) A

61) B

62) D

63) D

64) B

65) C

66) B

67) D

68) A

69) D

70) A

71) B

72) D

73) B

74) A

75) C

76) B

77) C

78) A

79) A

80) D

81) B

82) D

83) D

84) B

85) C

86) C

87) D

88) D

89) B

90) D

91) A

92) B

93) A

94) D

95) D

96) FALSE

97) FALSE

98) TRUE

99) FALSE

100) TRUE

101) TRUE

102) TRUE