Time—120 Minutes  
100 Questions

For each question below, choose the best answer from the choices given.

1. Which of the following most accurately describes the primary role of a supervisor within an organization?
   (A) Facilitator
   (B) Collaborator
   (C) Advocate
   (D) Expert

2. The term *supervisor* is generally used to refer to individuals at which of the following levels of management?
   (A) Top
   (B) Middle
   (C) Executive
   (D) First

3. An individual with supervisory management responsibility would be most likely to oversee which of the following?
   (A) Technician
   (B) Division head
   (C) CEO
   (D) Branch manager

4. If a supervisor can perform certain job duties more efficiently than an employee, the supervisor should generally
   (A) perform the employee’s duties personally.
   (B) avoid stepping in, unless there is a personnel shortage.
   (C) transfer the employee to another department.
   (D) penalize the employee for lack of competence.
5. First-level supervisors usually rely most heavily on which of the following types of skills?
   (A) Technical skills
   (B) Administrative skills
   (C) Human relations skills
   (D) Conceptual skills

6. Which of the following is an example of an administrative managerial skill?
   (A) Gathering data regarding department productivity
   (B) Troubleshooting an equipment malfunction
   (C) Giving employees a pep talk
   (D) Completing a weekly performance report

7. Which of the following supervisory roles involves routing reports and information to employees?
   (A) Disseminator
   (B) Resource allocator
   (C) Disturbance handler
   (D) Liaison

8. Which of the following is an example of a supervisor acting in the role of entrepreneur?
   (A) Greeting visitors to the group or unit
   (B) Providing employee performance feedback
   (C) Speaking out against negative changes
   (D) Encouraging innovation by employees

9. A supervisor who bargains with other departments is acting in which of the following supervisory roles?
   (A) Liaison
   (B) Figurehead
   (C) Negotiator
   (D) Resource allocator
10. Which of the following does NOT represent an advantage of group decision making?

(A) Improves group morale  
(B) Saves time  
(C) Improves communication within the group  
(D) Increases employee commitment to the decision

11. Which of the following steps occurs first in the decision-making process?

(A) Identifying available alternatives  
(B) Defining the idea or problem  
(C) Evaluating available alternatives  
(D) Choosing the preferred alternatives

12. Which of the following is an example of a programmed decision?

(A) Responding to a lawsuit  
(B) Processing an insurance claim  
(C) Choosing who to promote to supervisor  
(D) Handling a fuel explosion

13. Ethical behavior generally requires consideration of all of the following EXCEPT:

(A) Fairness  
(B) Legality  
(C) Expedience  
(D) Honesty

14. Which of the following is an example of ethical behavior?

(A) Authorizing an employee to violate company rules  
(B) Maintaining the confidentiality of classified information  
(C) Dating an employee who works under your direct supervision  
(D) Providing falsified data on productivity reports
15. A supervisor who continues to make decisions that have been delegated is violating which of the following principles?

(A) Span of control
(B) Chain of command
(C) Unity of command
(D) Management by exception

16. Which of the following CANNOT be delegated?

(A) Tasks
(B) Authority
(C) Assignments
(D) Accountability

17. Planning is generally concerned with which of the following?

(A) Future decisions
(B) Future impact of current decisions
(C) Past decisions
(D) Current impact of past decisions

18. Programs, projects, and schedules are examples of

(A) corporate plans.
(B) single-use plans.
(C) standing plans.
(D) repeat-use plans.

19. Supervisors generally give most of their attention to which of the following types of planning?

(A) Strategic
(B) Short-range
(C) Long-range
(D) Intermediate
20. Backup plans that specify alternative strategies to use in the event of an unforeseen outcome are known as

(A) standing plans.
(B) developmental plans.
(C) contingency plans.
(D) intervening plans.

21. Which of the following is focused on facilitating the achievement of long-term strategic plans?

(A) Force planning
(B) Operational planning
(C) Mission-based planning
(D) Objective planning

22. Which of the following does NOT represent an advantage of written objectives?

(A) They receive more attention than unwritten objectives.
(B) They are updated more frequently than unwritten objectives.
(C) They provide a permanent record.
(D) They are more challenging than unwritten objectives.

23. Each of the following is important to objective setting EXCEPT:

(A) Prioritization
(B) Idealism
(C) Employee input
(D) Follow up

24. A Gantt chart would be most appropriate for scheduling which of the following?

(A) Completion of orders by a manufacturing facility
(B) Construction of a skyscraper
(C) Renovation of a subway system
(D) Installation of a satellite in space
25. Which of the following terms is commonly used to refer to the set of activities that make up the longest route, in terms of time, required to complete a project?

(A) Event timeframe  
(B) Critical path  
(C) Activity-event scheme  
(D) Activity network

26. The management by objectives (MBO) planning process is based on which of the following principles?

(A) Employees prefer to be evaluated according to criteria established by top management.  
(B) Individuals work harder to achieve objectives if they are committed to those objectives.  
(C) Employees are generally not adept at setting realistic work objectives for themselves.  
(D) Employees generally prefer to set goals in qualitative rather than quantitative terms.

27. Supervisors should generally plan to handle sensitive or difficult tasks during which of the following daily time periods?

(A) Early morning  
(B) Late afternoon  
(C) Period of individual peak effectiveness  
(D) Before or after a scheduled break, such as lunch

28. Which of the following types of authority is most likely to be carried out by specialists within a particular field?

(A) Staff authority  
(B) Centralized authority  
(C) Decentralized authority  
(D) Line authority

29. Which of the following types of organizational structures usually allows for decisions to be carried out most quickly?

(A) Customer departmentalization  
(B) Line organization  
(C) Geographic departmentalization  
(D) Line and staff organization
30. Which of the following best characterizes a decentralized organization?

(A) Top management makes important decisions regarding all organizational units.
(B) Middle and lower levels of management make important decisions regarding their units.
(C) Middle and lower levels of management make routine operational decisions only.
(D) Top management makes routine operational decisions only.

31. Which of the following most likely represents an example of a highly centralized organization?

(A) A CEO empowers middle managers to make all major decisions regarding their departmental operations.
(B) A CEO delegates hiring and firing authority to unit supervisors.
(C) A CEO makes only strategic decisions related to company-wide operations.
(D) A CEO must approve all new unit employees before they can be extended a job offer.

32. Which of the following will most likely result from decentralization of an organization?

(A) Fewer management levels
(B) Reduced duplication of effort
(C) Uniformity of policies and procedures
(D) Authoritarian management styles

33. Matrix organization would most likely be used for all of the following types of projects EXCEPT:

(A) Building a prototype of an aircraft
(B) Tracking the results of a marketing campaign
(C) Designing a shopping complex
(D) Developing a new weapons system

34. Which of the following types of industries is most likely to rely on matrix organization?

(A) Software development
(B) Candy sales
(C) Shoe manufacturing
(D) Textile manufacturing
35. Team members involved in projects that are structured according to matrix organization are LEAST likely to suffer from which of the following types of conflict?

(A) Conflicts over work priorities  
(B) Conflicts over scheduling  
(C) Conflicting loyalties to project managers versus department heads  
(D) Conflicts between team members over functional expertise

36. An organization with narrow spans of control is generally a(n)

(A) matrix organization.  
(B) specialized organization.  
(C) efficient organization.  
(D) tall organization.

37. Which of the following represents a drawback of wide spans of control?

(A) Increased cost  
(B) Overburdened managers  
(C) Complexity of decision making  
(D) Complications in communication

38. A manager can effectively supervise a larger number of employees if the

(A) jobs supervised are highly complex.  
(B) manager and employees work in close proximity.  
(C) jobs supervised have a great deal of variety.  
(D) employees supervised are not highly skilled.

39. Which of the following organizational structures violates the principle of unity of command?

(A) Customer  
(B) Function  
(C) Product  
(D) Matrix
40. The principle of unity of command is based on the rationale that
   (A) both employee and supervisor should be clear on an employee’s job description.
   (B) it is difficult for a manager to supervise many employees at once.
   (C) it is difficult for an employee to satisfy two bosses at once.
   (D) organizations function best with lean and simple organizing structures.

41. A job analysis generally assesses all of the following requirements for performing a job EXCEPT:
   (A) Skills
   (B) Political connections
   (C) Educational attainment
   (D) Training

42. Job descriptions are usually developed by which of the following?
   (A) Supervisors
   (B) Middle managers
   (C) Top management
   (D) Line employees

43. A job analysis generally involves examining
   (A) locations for employee recruitment.
   (B) a company’s historical background.
   (C) the employee who is performing a job.
   (D) a job and its requirements.

44. Which of the following is responsible for upholding antidiscrimination laws that affect an organization?
   (A) Top, middle, and supervisory management
   (B) Top and middle management
   (C) Employees
   (D) Top management
45. Which of the following would be considered a member of a protected group?

(A) A clerical worker
(B) A union member
(C) A supervisor
(D) An elderly worker

46. Which of the following types of information can be lawfully used to disqualify candidates for employment?

(A) Arrest record
(B) Religious affiliation
(C) Legal eligibility to work in the United States
(D) National origin

47. Which of the following terms is commonly used to refer to the process of screening applicants to choose the best person for a particular job?

(A) Orientation
(B) Training
(C) Selection
(D) Placement

48. Each of the following represents a pitfall commonly experienced by interviewers during the structured interview process EXCEPT:

(A) The halo effect
(B) Personal bias
(C) Overgeneralization
(D) Inconsistency

49. Which of the following questions is acceptable to ask during an employee interview?

(A) “What is your native language?”
(B) “Where were you born?”
(C) “How many children do you have?”
(D) “Can you meet the work schedule of this job?”
50. Employees acquire the skills and knowledge necessary to improve their job performance through which of the following?

(A) Training  
(B) Leadership  
(C) Motivation  
(D) Orientation

51. The most widely used method of employee training is

(A) vocational rehabilitation.  
(B) vocational-technical training.  
(C) on-the-job training.  
(D) apprenticeship training.

52. Effective training by a supervisor involves all of the following EXCEPT:

(A) Providing positive reinforcement to the trainee  
(B) Setting a consistent pace for all training sessions  
(C) Having trainees repeat a job or task multiple times  
(D) Measuring a trainee’s performance against established standards

53. Which of the following represents a potential disadvantage of on-the-job training?

(A) Haphazard training due to pressures of the workplace  
(B) New employees are unable to perform productive work while they are learning  
(C) High out-of-pocket training costs for the employer  
(D) Requires a long transition time from classroom learning to actual production

54. According to the research of Fred Fiedler, supportive leadership is likely to be most successful when the leadership situation is

(A) moderately favorable to the leader.  
(B) highly favorable to the leader.  
(C) highly unfavorable to the leader.  
(D) highly or moderately favorable to the leader.
55. A leader who is appointed to his or her position by an organization is a(n)

(A) management consultant.
(B) formal leader.
(C) intern.
(D) informal leader.

56. Followers contribute LEAST to decision making under which of the following types of leaders?

(A) Autocratic
(B) Transactional
(C) Formal
(D) Laissez-faire

57. Which of the following terms is commonly used to refer to leaders who are highly charismatic, visionary, and empowering?

(A) Servant leaders
(B) Transactional leaders
(C) Transformational leaders
(D) Core leaders

58. Which of the following approaches for increasing employee motivation involves upgrading a job by adding factors such as increased responsibilities?

(A) Job administration
(B) Job enrichment
(C) Job enlargement
(D) Job rotation

59. Which of the following represents an example of a social need, as defined by researcher Abraham Maslow?

(A) Health
(B) Comfort
(C) Acceptance
(D) Creativity
60. High job satisfaction generally enhances employee

(A) commitment.
(B) sabotage.
(C) grievances.
(D) performance.

61. Which of the following terms is commonly used to refer to the process whereby an individual seeks realization of his or her potential?

(A) Satisfaction
(B) Self-actualization
(C) Affiliation
(D) Assessment

62. Which of the following best characterizes the forced-distribution ranking system of performance appraisal?

(A) Involves a written record of unusual incidents of employee behavior
(B) Supervisor and employee jointly agree on the employee’s work objectives
(C) Ties evaluation directly to the performance of other employees
(D) Involves a written series of statements about an employee’s performance

63. Which of the following reflects the amount of work that an employee puts into meeting the requirements of his or her job?

(A) Performance
(B) Effort
(C) Ability
(D) Direction

64. A supervisor who appraises an employee without following specific established procedures is conducting which of the following?

(A) Informal appraisal
(B) Formal appraisal
(C) Essay appraisal
(D) Management by objectives (MBO)
65. Which of the following terms is commonly used to refer to the supervisor bias of rating all or most employees in the middle of a rating scale?

(A) Halo effect
(B) Central tendency
(C) Leniency
(D) Horn effect

66. Which of the following is most likely to help supervisors effectively address issues that arise when working with diverse employees?

(A) Focus on observing, rather than interpreting behavior.
(B) Be decisive when drawing conclusions regarding behavior.
(C) Categorize individuals according to expected types of behavior.
(D) Expect employees to share a unified set of assumptions.

67. In order to comply with the provisions of the Americans with Disabilities Act (ADA), an employer must refrain from all of the following EXCEPT:

(A) Requiring candidates to undergo pre-job-offer medical exams
(B) Discussing an employee’s past medical record in a pre-employment interview
(C) Including questions related to disabilities on a job application form
(D) Administering a medical examination after a job offer has been made

68. If a minority employee complains of discrimination, a supervisor should generally take all of the following steps EXCEPT:

(A) Treating the complaint as a priority concern
(B) Seeking direction from higher management
(C) Preventing the employee from discussing the complaint
(D) Reporting the complaint to human resources

69. Which of the following terms is commonly used to refer to a management level in an organization beyond which women rarely advance?

(A) Glass ceiling
(B) Management hierarchy
(C) Gender barrier
(D) Barrier to access
70. Discipline is generally aimed at which of the following?

(A) Correction
(B) Punishment
(C) Transfer
(D) Termination

71. Each of the following represents a reason to discipline an employee EXCEPT:

(A) Loafing
(B) Falsifying records
(C) Damage to machinery
(D) Employee complaints

72. Which of the following does NOT constitute a reason for rescinding a supervisor’s disciplinary decision?

(A) The supervisor violated a union agreement.
(B) The employee lost employment income due to the decision.
(C) The supervisor failed to maintain adequate records.
(D) The supervisor discriminated against an employee.

73. At which time in the disciplinary process should the supervisor conduct an investigation of the offense?

(A) Before discipline is administered
(B) At the same time as discipline is administered
(C) After discipline is administered
(D) Either before or after discipline is administered

74. Which of the following terms is commonly used to refer to a guideline for how discipline should be administered?

(A) Governance policy
(B) Brick-and-mortar rule
(C) Hot-stove rule
(D) Reprimand policy
75. A grievance is a formal dispute between which of the following?

(A) Management and an employee or employees
(B) Two or more individual employees
(C) Management and a customer or customers
(D) A supervisor and a job candidate

76. Supervisors should avoid counseling an employee when the

(A) employee shows a decline in performance.
(B) employee requests the supervisor’s help.
(C) employee’s problems seem beyond the supervisor’s ability.
(D) employee’s problems are related to job effectiveness.

77. Appropriate situations for supervisory counseling primarily center on which of the following?

(A) Employee financial difficulties
(B) Employee job performance
(C) Employee marital problems
(D) Employee health issues

78. A supervisor should consider not promoting an employee under each of the following conditions EXCEPT when the

(A) employee does not perceive a promotion as constituting advancement.
(B) supervisor wishes to avoid productivity decreases in his or her department.
(C) employee is particularly satisfied in his or her current position.
(D) organization cannot provide the employee with proper training for the new job.

79. Which of the following terms is commonly used to refer to an employee’s length of service with an organization?

(A) Ability
(B) Merit
(C) Seniority
(D) Age
80. Which of the following is a performance measuring point located early enough to allow for corrective action if necessary to achieve a goal?

(A) Tracking standard
(B) Measurement objective
(C) Control objective
(D) Strategic control point

81. Which of the following types of control systems attempts to avert problems before they occur?

(A) Feedback
(B) Concurrent
(C) Feedforward
(D) Streamlined

82. A customer who fills out a restaurant comment card is helping to measure restaurant staff performance using which of the following types of tools?

(A) Test
(B) Written report
(C) Automatic method
(D) Inspection

83. Which of the following lists the steps of the controlling process in the correct order?

(A) Set standards, measure performance, compare against standards, correct.
(B) Measure performance, correct, set standards, compare against standards.
(C) Set standards, compare against standards, correct, measure performance.
(D) Correct, measure performance, set standards, compare against standards.

84. Which of the following is an example of a revenue standard?

(A) Per capita sales
(B) Operational costs
(C) Output per unit of time
(D) Return on investment
85. Which of the following types of control reports provides facts along with specific interpretations?

(A) Sales reports  
(B) Budget justifications  
(C) Informational reports  
(D) Analytical reports

86. Which of the following types of budgets undergoes a major revision each month?

(A) Moving budget  
(B) Periodic budget  
(C) Progressive budget  
(D) Audit

87. A major land purchase would most likely be planned for using a

(A) fiscal review.  
(B) capital budget.  
(C) line-item budget.  
(D) departmental budget.

88. Which of the following terms is commonly used to refer to a bar graph that pinpoints cost problems by expressing expenses as a percentage of an organization’s total budget?

(A) Periodic graph  
(B) Pareto chart  
(C) Net profit chart  
(D) Kaizen graph

89. If a manager is unaware that a supervisee is being sexually harassed, then

(A) the manager’s lack of awareness protects both the manager and the company from being held liable for the harassment.  
(B) the manager alone may be held liable if investigators believe that the manager could have known about the harassment.  
(C) the company alone may be held liable if investigators believe that the manager could have known about the harassment.  
(D) both the company and the manager may be held liable if investigators believe that the manager could have known about the harassment.
90. Which of the following pieces of legislation empowered the federal government to set and enforce standards for worker protection?

(A) Comprehensive Employment and Training Act of 1973
(B) Americans with Disabilities Act of 1992
(C) Occupational Safety and Health Act of 1970
(D) Rehabilitation Act of 1973

91. The Equal Employment Opportunity Commission (EEOC) was created to enforce provisions of which of the following laws?

(A) National Labor Relations Act of 1935
(B) Civil Rights Act of 1964
(C) Rehabilitation Act of 1973
(D) Worker Adjustment and Retraining Act of 1988

92. Time management helps managers reduce stress by

(A) enabling them to supervise greater numbers of employees.
(B) encouraging them to become more competitive.
(C) improving their relationships with difficult employees.
(D) enabling them to accomplish priority tasks.

93. Each of the following constitutes a job-related source of stress EXCEPT:

(A) Marital problems
(B) Overwork
(C) Lack of job security
(D) Discrimination

94. Each of the following techniques is helpful for managing stress EXCEPT:

(A) Relinquishing control over events
(B) Deep breathing
(C) Interpersonal support networks
(D) Physical exercise
95. An organization that requires employees to be a member of the union before they can be hired is known as a

   (A) closed shop.
   (B) right-to-work shop.
   (C) union shop.
   (D) contract shop.

96. All of the following represent reasons why employees might join unions EXCEPT:

   (A) Higher wages
   (B) Improved fringe benefits
   (C) Identification with management
   (D) Greater job security

97. To increase productivity by increasing output, an organization would have to

   (A) increase profit margins.
   (B) increase managerial oversight.
   (C) hold costs steady.
   (D) increase costs.

98. Which of the following productivity improvement measures ensures that materials arrive only when they are needed within the production or sales processes?

   (A) Flowchart materials management
   (B) Robotics
   (C) Computer-assisted manufacturing
   (D) Just-in-time inventory control

99. Each of the following represents a guideline for preventing quality problems EXCEPT:

   (A) Communicating the importance of high quality
   (B) Investigating the causes of past quality problems
   (C) Requesting the help of other departments and supervisors
   (D) Emphasizing departmental accountability for quality mistakes
100. A business that carries too little inventory is likely to encounter all of the following EXCEPT:

(A) Obsolescence costs
(B) Employee layoffs
(C) Slowed production
(D) Customer attrition
1. **The correct answer is A.** A supervisor's primary role is to see to it that his or her employees carry out their job duties effectively. The supervisor acts as a facilitator, ensuring that goals are met. Supervisors may collaborate with others and advocate on behalf of their employees, and they may also be experts in particular subject areas, but their overarching responsibility is to facilitate achievement of employee performance objectives.

2. **The correct answer is D.** The term **supervisor** is generally used to refer to first-level managers. Supervisors are generally in charge of the operations of smaller units within an organization, such as production lines or specific departments.

3. **The correct answer is A.** Individuals with supervisory management responsibility are most likely to oversee entry-level personnel and departmental employees. A technician would most likely be managed directly by a supervisor. A supervisor would likely report to a division head or branch manager.

4. **The correct answer is B.** The primary role of a supervisor is to manage and guide employee performance. Even if a supervisor has very strong technical skills, the supervisor should avoid performing an employee's job personally and focus instead on the management role.

5. **The correct answer is C.** First-level supervisors usually rely most heavily on human relations skills. These skills involve interacting effectively with people. They are highly pertinent to the supervisory role, since supervisors' primary responsibility involves motivating and facilitating the performance of their employees.

6. **The correct answer is D.** Administrative skills involve following policies and procedures and processing paperwork. Completing a weekly performance report involves processing paperwork in a timely manner, so this is an example of an administrative skill.

7. **The correct answer is A.** When a supervisor distributes reports and memos, he or she is serving in the supervisory role of disseminator. In this role, a supervisor ensures that subordinates, peers, and superiors are kept apprised of important organizational information.

8. **The correct answer is D.** The supervisory role of entrepreneur involves promoting changes to improve a group's performance. In the entrepreneurial role, a supervisor might introduce new equipment or encourage employee suggestions for innovation.

9. **The correct answer is C.** In the negotiator role, a supervisor negotiates differences with group employees and those outside the group. As a negotiator, for instance, a supervisor might bargain with other departments or with superiors.

10. **The correct answer is B.** Group decision making tends to take longer than individual decision making, because of the increased input involved. If a decision must be made under time pressure, group participation may not be feasible.

11. **The correct answer is B.** In the decision-making process, defining the idea or problem comes before the remaining steps listed. Once a problem is defined, alternatives are identified and then evaluated. Finally, a preferred alternative is chosen.
12. **The correct answer is B.** A programmed decision is one that is made routinely or repetitively. Insurance claims are normally handled routinely, so their processing involves programmed decisions.

13. **The correct answer is C.** Ethical behavior generally requires consideration of fairness, legality, honesty, integrity, and moral duty. Considerations of expedience can sometimes lead individuals to disregard ethical responsibilities.

14. **The correct answer is B.** Supervisors are often expected to maintain confidential information. Holding classified information confidential is generally considered important for ethical behavior.

15. **The correct answer is D.** The principle of management by exception states that supervisors should delegate the handling of routine matters to employees so that supervisors can focus on handling more important and non-routine issues. This principle is violated by a supervisor who continues to make decisions after an employee has already been assigned responsibility for making those decisions.

16. **The correct answer is D.** Accountability always rests with the individual who is responsible for carrying out a given task. An individual who accepts an assignment is accountable to his or her superiors for carrying out the assignment effectively. At the same time, an individual who delegates an assignment also retains accountability for the end result.

17. **The correct answer is B.** Planning is generally concerned with the future impact of decisions made today. It focuses not on decisions to be made in the future but rather on how today's decisions might affect future outcomes.

18. **The correct answer is B.** Programs, projects, and schedules are plans that are developed to accomplish one specific use only. These types of plans are known as single-use plans. They are not performed on a repeated basis but, instead, are discarded after use.

19. **The correct answer is B.** Supervisors spend most of their time focused on short-range plans that extend over periods of days, weeks, or months. Supervisors are also involved in long-range planning, but their primary attention is spent on short-term plans specific to the operations of their units.

20. **The correct answer is C.** Contingency plans are plans that can be put to use in the case of an emergency or unforeseen outcome. These plans provide backup strategies for supervisors.

21. **The correct answer is B.** Operational planning concerns the day-to-day operations of individual units or departments. It is generally conducted to facilitate the achievement of long-term strategic plans.

22. **The correct answer is D.** Written objectives are not necessarily more challenging than unwritten objectives. However, they usually do receive more attention than unwritten objectives. They also lend themselves to being frequently updated, and they provide a permanent record for the work unit.

23. **The correct answer is B.** Idealism can risk causing a supervisor to set objectives that are unrealistic for employees. Objectives should be challenging but realistic. Employees tend to perform better when they reach challenging goals.
24. The correct answer is A. A Gantt chart is most appropriate for scheduling less complex tasks, such as the completion of orders by a manufacturing facility. Less complex tasks tend to contain fewer activities that are dependent upon one another. More complex tasks are better scheduled through the use of PERT or CPM, which reveal the relationships between activities that are dependent upon each other.

25. The correct answer is B. Critical path is the term used to refer to the series of activities that comprise the most time-intensive route required to complete a project.

26. The correct answer is B. In the MBO process, supervisors work together with their subordinates to establish common objectives. MBO is based on the principle that employees will work harder to achieve objectives if they are strongly attached to those objectives.

27. The correct answer is C. Supervisors should plan to handle sensitive or difficult tasks within their period of peak effectiveness during the day. The exact time of this period varies from individual to individual.

28. The correct answer is A. Staff authority is most likely to be carried out by employees who are specialists in a given field. Staff authority is usually added to an organization so that staff specialists can assist the efforts of line departments.

29. The correct answer is B. Line organization comprises the simplest of organizational structures. It usually allows decisions to be made and implemented most quickly.

30. The correct answer is B. In decentralized organizations, middle and lower level managers are empowered to make important decisions relevant to their units.

31. The correct answer is D. In highly centralized organizations, most of the decision making is reserved to top management. A CEO who must approve all individual hiring decisions is most likely operating in a highly centralized structure.

32. The correct answer is A. Decentralizing generally reduces the number of management levels in an organization. Centralization is more likely to be associated with reduced duplication of effort, uniformity of policies, and authoritarian management styles.

33. The correct answer is B. Matrix organization is commonly used for complicated projects that require multiple areas of expertise. This type of organization would be less likely to be used for less complicated projects, such as tracking the results of a marketing campaign.

34. The correct answer is A. Matrix organization is likely to be found in industries that are technologically oriented. Its flexible structure lends itself to responding quickly to technological change.

35. The correct answer is D. Matrix organization enables teams to bring together members with different areas of functional expertise. These areas of expertise are likely to be clearly defined, based on the team member's home department. Team members are likely to experience conflict over work priorities, scheduling, and loyalties to superiors.
36. **The correct answer is D.** When spans of management are narrow, organizations will tend to be taller. This is because narrow spans of control require more levels of management.

37. **The correct answer is B.** When spans of management are wide, managers have more employees to supervise. One drawback of this type of structure is that managers may become overburdened because they have too many employees to supervise.

38. **The correct answer is B.** If a manager works in the same physical location as his or her subordinates, the manager can generally supervise more employees than if the manager and the supervisees are widely dispersed.

39. **The correct answer is D.** Matrix structures violate the unity of command principle, because they require employees to report to two supervisors. The principle of unity of command states that employees should report to one and only one boss. Workers in matrix structures belong to two formal groups at the same time (functional and divisional), so they report to two superiors.

40. **The correct answer is C.** The principle of unity of command states that employees should report to one supervisor only. This principle is based on the rationale that an employee cannot report to two superiors and satisfy them both.

41. **The correct answer is B.** Job analyses do not assess the political connections required to perform a job. They focus on skills, personal characteristics, educational attainment, and training.

42. **The correct answer is A.** Supervisors normally have responsibility for developing the job descriptions of those positions that they supervise.

43. **The correct answer is D.** Job analysis generally focuses on examining a job and its requirements. It does not investigate an individual who may be performing the job.

44. **The correct answer is A.** All levels of management, including supervisors, within an organization are responsible for upholding antidiscrimination laws.

45. **The correct answer is D.** An elderly worker would be considered a member of a protected group. Protected groups comprise people who share certain characteristics, such as age, disability, or race, among others. Members of protected groups cannot be discriminated against in their employment based on their particular protected characteristics.

46. **The correct answer is C.** An employer can lawfully disqualify candidates for employment by obtaining information that indicates whether the candidate is legally eligible to work in the United States. Employers cannot lawfully use information regarding arrest records, religious affiliation, or national origin to disqualify candidates for employment.

47. **The correct answer is C.** Selection is the term commonly used to refer to the process of screening applicants to choose the best person for a particular job.

48. **The correct answer is D.** Structured interviews are conducted based on predetermined sets of questions.
Structured interviews are, therefore, likely to be very consistent because interviewers ask the same questions of all interviewees for one job. The halo effect occurs when an interviewer allows a single positive or negative quality to overshadow the interviewer's entire evaluation of a candidate.

49. The correct answer is D. Employment interviews can legally include questions related to a candidate's capacity to perform a particular job. They cannot include questions designed to identify a candidate's national origin or family status.

50. The correct answer is A. Training is the process whereby employees gain the skills, knowledge, and understanding necessary to increase their performance on the job. Orientation involves introducing a newly hired employee to an organization and to his or her job.

51. The correct answer is C. On-the-job training is the most widely used method of training and developing employees. It involves training employees as they perform actual work in their positions.

52. The correct answer is B. Employees often vary in how quickly they learn particular skills. Rather than setting a consistent pace and expecting each trainee to adhere to that pace, supervisors should tailor the pace of training sessions to suit each individual trainee.

53. The correct answer is A. One disadvantage of on-the-job training is that it can sometimes be haphazard, due to the day-to-day workplace pressures faced by supervisors. In general, on-the-job training is advantageous because it allows new employees to perform productive work while they learn. It also involves low out-of-pocket training costs for an employer and requires no transition from classroom learning to actual production.

54. The correct answer is A. According to Fielder's leadership research, supportive leadership is most likely to be successful when leadership situations are moderately favorable to a leader. Directive leadership is most likely to be successful when leadership situations are either highly favorable or highly unfavorable to the leader.

55. The correct answer is B. Formal leaders are those who are appointed by an organization. Informal leaders are those who emerge without formal appointment by the organization.

56. The correct answer is A. Autocratic leaders tend to make decisions on their own. They allow followers little, if any, chance to participate in decision making.

57. The correct answer is C. Transformational leaders are those who are highly charismatic, visionary, and empowering. Transformational leaders inspire their followers to significant and even revolutionary accomplishments. Transactional leaders follow a traditional leadership approach focused on achieving performance goals.

58. The correct answer is B. Job enrichment involves upgrading a job by adding motivating factors such as increased responsibility. Job enlargement involves assigning an employee to perform more of a similar type of task, without necessarily increasing the employee's responsibilities.

59. The correct answer is C. Acceptance is an example of a social need, as defined in the work of Maslow.
Health is an example of a physical or biological need.

60. The correct answer is A. High job satisfaction generally enhances an employee's commitment to an organization. It may or may not enhance an employee's performance. High satisfaction increases performance only if an individual also has the skills and organizational support necessary to perform well.

61. The correct answer is B. Self-actualization is the term commonly given to the process through which an individual seeks to realize his or her potential. Affiliation represents the need to be socially connected to others.

62. The correct answer is C. When using a forced-distribution ranking system, supervisors rate employees on a bell curve. This ranking system ties the evaluation of each employee to the performance of all other employees.

63. The correct answer is B. Effort reflects the amount of work that an employee puts into a job. Performance provides a measure of how well an employee meets the requirements of his or her job. Ability represents an employee's capability for accomplishing a job.

64. The correct answer is A. If a supervisor appraises an employee without following specific established procedures, he or she is conducting an informal appraisal.

65. The correct answer is B. Central tendency is the term used to refer to the supervisor bias of rating all or most employees in the middle of a rating scale. Leniency refers to the tendency to give mostly positive ratings instead of spreading ratings out over the full rating scale.

66. The correct answer is A. Supervisors can most effectively address issues with diverse employees by focusing on observing, rather than interpreting, behavior. Supervisors should avoid jumping to conclusions or categorizing employees according to expectations based on stereotypes.

67. The correct answer is D. After a job offer has been made, an employer can legally administer a medical exam to assess whether an individual meets the physical requirements of a particular job.

68. The correct answer is C. A supervisor should not prevent an employee from discussing a discrimination complaint. Instead, the supervisor should listen carefully to complaints of discrimination and treat them as priority concerns.

69. The correct answer is A. The glass ceiling is a term commonly used to refer to a management level in an organization beyond which women rarely advance.

70. The correct answer is A. Discipline is generally aimed at correcting behaviors rather than punishing them.

71. The correct answer is D. Employee complaints do not represent a reason to administer discipline. Supervisors should avoid retaliating against employees who make informal or formal complaints.

72. The correct answer is B. If an employee is suspended, he or she loses employment income during the
suspension. This loss of income does not constitute a reason for rescinding the discipline decision. The
decision may be rescinded if the supervisor violates a union agreement, fails to maintain adequate records, or
discriminates against an employee during the discipline process.

73. The correct answer is A. Investigations should be conducted before any discipline is administered.
Supervisors should avoid implementing discipline until after all of the facts of a case have been reviewed.

74. The correct answer is C. The hot-stove rule is a rule that provides guidelines for administering
discipline. The hot-stove rule uses the analogy of a hot stove to explain how discipline should operate.

75. The correct answer is A. A grievance is a formal dispute between management and a single employee or
a group of employees.

76. The correct answer is C. Supervisors should avoid counseling employees when an employee's problems
seem beyond the supervisor's ability. In such cases, the supervisor should refer the employee to a trained
professional for help.

77. The correct answer is B. Appropriate situations for supervisory counseling primarily center on employee
job performance. Counseling by a supervisor is generally less appropriate for employee personal concerns
such as financial difficulties, marital problems, and health issues.

78. The correct answer is B. Supervisors may be tempted to resist promoting an employee out of fear that
the employee's departure may reduce departmental productivity. In general, however, employee promotions
should not be restricted based on productivity concerns. Overall, the organization will likely benefit from
promoting the employee if the employee is an ideal candidate for a higher level job.

79. The correct answer is C. Seniority refers to the length of time that an individual has been employed by
an organization.

80. The correct answer is D. A strategic control point is a performance measuring point located early
enough within the monitoring process to allow for corrective action if necessary.

81. The correct answer is C. Feedforward control systems are designed to anticipate problems and avert
them before they occur.

82. The correct answer is B. A customer comment card is a type of written report for measuring employee
performance.

83. The correct answer is A. The steps of the controlling process are conducted in the following order: set
standards, measure performance, compare against standards, and take corrective action.

84. The correct answer is A. Per capita sales figures are an example of a revenue standard. Revenue
standards measure levels of sales activity.

85. The correct answer is D. Written analytical reports present facts along with interpretations of those facts.
Informational reports include only facts without interpretation.
86. **The correct answer is A.** A moving budget undergoes a major revision each month. Each month, the entire moving budget is revised to cover the next 12-month period. A periodic budget undergoes revisions three times per year.

87. **The correct answer is B.** A capital budget would most likely be used in planning for a major land purchase. The purpose of capital budgets is to allocate funds for the purchase of large items, such as land or facilities.

88. **The correct answer is B.** A Pareto chart is a bar graph that pinpoints cost problems by expressing expenses as a percentage of an organization's total budget.

89. **The correct answer is D.** Lack of awareness does not protect a manager or a company from being held liable for sexual harassment of an employee. If investigators believe the manager could have known about the harassment, then both the manager and the company may be held liable.

90. **The correct answer is C.** The Occupational Safety and Health Act (OSHA), passed in 1970, gave the government the ability to set standards for worker safety and protection.

91. **The correct answer is B.** The EEOC was established to enforce Title VII of the Civil Rights Act of 1964, which prohibits discrimination in employment.

92. **The correct answer is D.** Time management techniques help managers to prioritize their tasks. Prioritizing enables managers to accomplish more of their most critical tasks, which in turn helps to reduce their stress.

93. **The correct answer is A.** Stress can be influenced by both personal and job-specific factors. Marital problems are considered to be a source of stress that is personal in origin, rather than job related.

94. **The correct answer is A.** In general, individuals tend to handle stress better if they feel a sense of control over their lives. Increasing an individual's sense of control, through activities such as planning and positive reinforcement, can help to reduce stress.

95. **The correct answer is A.** A closed shop requires employees to be members of the union before they can be hired. A union shop requires union membership of employees who have been working in the organization for a defined length of time.

96. **The correct answer is C.** Unions represent the interests of workers, not the interests of management. So, employees who identify strongly with management are less likely to want to join the union, especially if they intend to pursue careers in management.

97. **The correct answer is C.** Productivity measures the ratio of total output to total costs. An organization could increase productivity by increasing its output as long as it also either held costs steady or decreased costs.

98. **The correct answer is D.** Using a system of just-in-time (JIT) inventory control, supervisors can ensure...
that materials arrive just before they are to be utilized or sold. JIT helps to reduce an organization's costs for storing inventory and raw materials.

99. The correct answer is D. Quality problems can be prevented by emphasizing individual accountability, rather than group accountability, for mistakes. In general, quality improvement approaches should assign responsibility to individual employees wherever possible.

100. The correct answer is A. Obsolescence costs are incurred when a business carries too much inventory rather than too little. If a business carries more inventory than it can quickly use, the inventory may become obsolete. The business must then cover the costs of disposing of the unusable inventory and replacing it if necessary.