

STUDY GUIDE

PRINCIPLES OF SUPERVISION

The purpose of the study guide is to familiarize yourself with the terms you will study in class. This study guide alone will not allow you to pass your exam. You must attend the prep-course.





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Disclaimer

Each study guide is unique and presents the information in a clear and condensed form to orient you to the material applicable to the exam. The materials cite various textbooks, journal articles and literature, including some found on websites.

We strongly encourage you to review and study these study guides, take the practice tests, and become familiar with the terms and concepts before stepping into class. Our goal is to help you attack the content by sharing these specific study tools and test-taking strategies with you, which have proven to be successful. You will need to attend and complete our preparation course in order to qualify for our money-back guarantee. The study guide and prep course, when used together, will best prepare you for the final exam.

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INSTRUCTIONS:

- Read the study guide.
- Print and complete the sample test. Correct your test and review the incorrect items.
- Attend class to ensure your money-back guarantee.

We look forward to helping you achieve your academic goals!

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I. MANAGEMENT FUNCTIONS

Management: "Function that coordinates the efforts of people to accomplish goals and [objectives](#) using available resources efficiently and effectively. **Management comprises [planning](#), [organizing](#), [staffing](#), [leading](#) or [directing](#), and [controlling](#) an [organization](#) or initiative to accomplish a goal.**" (<http://en.wikipedia.org/wiki/Management>)

A. PLANNING

(<http://education-portal.com/academy/topic/planning-and-controls-as-management-functions.html>)

(<http://www2.ivcc.edu/aleksy/POS%20Chapter%206.pdf>)

1. **First of managerial functions that directly impact other managerial functions of organizing, leading, and controlling; set objectives**
2. Most managerial planning sets out with an organizational goal as an objective
3. Three main types of plans: **strategic, operational, and tactical** (strategic -> operational -> tactical)
 - a. **Strategic:** Long-term goal-setting/planning to help competitively execute an organization's vision typically set up top-level managers
 - b. **Tactical:** Support strategic plans; responsibility and functionality of lower-levels to execute strategic plans
 - c. **Operational:** Specific procedures/processes set by low-level managers to be fulfilled by the lower levels of an organization. Can be a **single-use** (used once) or an **ongoing** (multi-use; policy/procedure/rule)

B. ORGANIZING AND STAFFING

(<http://education-portal.com/academy/topic/organizing-as-a-management-function.html>)

1. **Organizing occurs once a plan is in place and is the most critical of managerial functions as it directly impacts the successful execution of a plan**

2. Creation of an **organizational structure**: “Power and authority, roles and responsibilities, and the manner in which information flows through the organization.”
 - a. ***If an employee does not understand their responsibilities, frustration, confusion, and lack of efficiency result***
 - b. Structure usually defined with an organizational chart
3. **Chain of command** (<http://education-portal.com/academy/lesson/chain-of-command-definition-examples-quiz.html#lesson>)
 - a. ***Organizational principle of hierarchy of authority from which information flows through different levels of management before it reaches lower level individuals indirectly***
 - b. When executed well, it can provide coordination, efficiency, and effectiveness
 - c. Potential drawbacks (e.g. organizational behavior theorist) Chris Argyis: lower levels may have little job satisfaction, control, and motivation. Monetary incentives simply generate destructive competition among employees and less personal involvement
4. Organizing structures (<http://education-portal.com/academy/lesson/types-of-organizational-structures-functional-divisional-matrix-team-network.html#lesson>)
 - a. ***Simple: Flat and basic organizational structure with little departmentalization and specialization; centralized authority with the owner***
 - b. ***Functional: Specialization and departmentalization; employees with similar functions are grouped together to maximize efficiency and effectiveness***
 - i. Well defined **channel of communication**: flow of information
 - c. ***Divisional***: Departments have their own product/service; many different tasks may be performed in each department (http://catalog.flatworldknowledge.com/bookhub/5?e=carpenter-ch07_s01)
 - d. ***Matrix: Combines structural and divisional structures; facilitates collaboration by different functional departments; report to a project or product manager***

*Traditional organizational designs typically include just simple, functional, and divisional. Contemporary organizational designs

also include matrix.

5. **Centralized organization:** “directs its authority from the top management down through hierarchal channels with only a few top managers in charge of overall decision making.” (<http://education-portal.com/academy/lesson/authority-in-centralized-decentralized-organizations.html#lesson>)
 - a. Can be slow to execute decisions
 - b. Employ chain of command
 - c. Can result in slower workflow
6. **Decentralized organizations:** Multiple levels of management throughout the organization (<http://education-portal.com/academy/lesson/authority-in-centralized-decentralized-organizations.html#lesson>)
 - a. ***Multiple opinions by many managers can impede the decision-making process***
 - b. Allows top management to focus on more important decisions (<http://smallbusiness.chron.com/advantages-decentralized-organizational-structure-603.html>)

C. LEADING

(<http://quizlet.com/14731983/principles-of-supervision-dsst-test-review-flash-cards/>)
 (http://www52.homepage.villanova.edu/maureen.sullivan/coursematerial/L&M_Notes/Leading_and_Managing.htm)
 (<http://education-portal.com/academy/lesson/leading-as-a-function-of-management.html#lesson>)
 (<http://www2.ivcc.edu/aleksy/POS%20Chapter%208.pdf>)

1. Type of management process; influence people to act or not act in a specific way
2. Helps to guide and motivate employees
3. An efficient manager will know how to inspire their employees increasing morale and facilitating effective communication among employees

4. Also should be capable of possessing a sense of responsibility, self-confidence, personal accountability, empathy, sense of humor, and a high energy level

D. CONTROLLING

1. One of the managerial functions
2. **Span of control:** How many employees a manager can efficiently and effectively manage
(http://www.managementstudyguide.com/organizing_principles.htm)
 - a. Can depend on factors such as similarity of functions, coordination, staff support, and performance standards
(<http://www2.ivcc.edu/aleksy/POS%20Chapter%207.pdf>)
 - b. **Wide span of control:** *Large group of employees are controlled at one time. Some benefits include less overhead cost of supervision, better communication, and better coordination.*

(http://www.managementstudyguide.com/organizing_principles.htm)
 - c. **Narrow span of control:** Manager only supervises a select and limited group of employees at a time. Primarily for specialization and restricted work. Can generate communication gaps and difficulty to coordinate among employees.
(http://www.managementstudyguide.com/organizing_principles.htm)

II. ROLES AND RESPONSIBILITIES OF SUPERVISORS

A. SKILL REQUIREMENTS

(E.G. TECHNICAL, COMMUNICATIONS, AND HUMAN RELATIONS)

(<http://education-portal.com/academy/lesson/supervisory-skills-types-and-importance.html#lesson>)

1. **Management and leadership skills** (e.g. set goals, prioritize, help employees develop skills, delegate tasks, make sure deadlines and results produced)
2. **Communication skills** (e.g. active listener, persuade and inspire, understand non-verbal cues)
3. **Collaboration** (e.g. allow her to work with others and strategize effective teams)
4. **Critical thinking** (e.g. reasoning skills; problem-solving)

B. MANAGERIAL ROLES

(E.G. FACILITATOR, NEGOTIATOR, AND SPOKESPERSON)

(<http://education-portal.com/academy/lesson/management-roles-and-principles.html#lesson>)

1. "Specific types of behavior, conduct, and actions that a manager must demonstrate to be successful."
2. **Interpersonal** role: *Maintain effective relationships with different levels within an organization while being an effective spokesperson. Negotiates with other departments.*
3. **Informational** role: Be able to manage information at every level and know what to do effectively with the information
4. **Decisional** role: *be an effective decision-maker and manage resources effectively to facilitate accomplishing a plan.*

C. LEVELS OF A MANAGEMENT

(<http://education-portal.com/academy/lesson/ma>) (<http://kalyan-city.blogspot.com/2011/05/levels-of-management-top-middle-and.html#lesson>)

1. **Top-level, Mid-level, and low level:** **Top-level** consists of senior level executives responsible for setting overall vision and making sure vision is accomplished. **Mid-level** *report to top management and spend most of their time developing and implementing strategic plans.* **Low-level** directs the employees making daily, weekly, and monthly plans.

D. BUSINESS ETHICS & SOCIAL & CORPORATE RESPONSIBILITY

(<http://education-portal.com/academy/lesson/business-ethics-in-contemporary-businesses.html#lesson>)

1. **Ethics must be maintained among employee relations, investor relations, and vendor relations.**
 - a. **Compliance** based ethics ensures that the business and its employees are complying with laws and regulations appropriately. **Integrity** based ethics focuses on the appropriate behavior and actions that emphasizes a shared accountability within an organization.
2. **Social responsibility works with the benefit of society as a whole in mind in relation to business dealings in this context. Positive PR, caring about the environment, and wanting to make the world a better place are all incentives.**

III. ORGANIZATIONAL ENVIRONMENT

A. LEGAL, POLITICAL, ECONOMIC

1. Legal hiring

<http://www.businesstown.com/hiring/hiring-legal.asp>

- a. US federal law prohibits employees from being discriminated on the basis of race, sex, color, national origin, religion, handicap, or age.

b. Americans with Disabilities Act of 1990- Prohibits discrimination of people with mental and physical disabilities, employers with more than 15 employees.

http://en.wikipedia.org/wiki/Americans_with_Disabilities_Act_of_1990

2. Economic regulation usually a means to control prices. Anti-trust law seeks to strengthen the market without making regulation necessary.

<http://economics.about.com/od/howtheuseconomyworks/a/regulation.htm>

B. LABOR-MANAGEMENT RELATIONS

(E.G. UNIONS VS NONUNIONS/EXEMPT VS NONEXEMPT)

<http://quizlet.com/18468613/dsst-principles-of-supervision-vol-1-flash-cards/> <http://www.bizfilings.com/toolkit/sbg/office-hr/managing-the-workplace/flsa-wage-and-hour-law-compliance.aspx>

3. Yellow dog contract- an agreement between employee and manager that is a condition of employment that the employee cannot be a member of a union.

4. Arbitration- final step in grievance procedure

5. Union- Organized workers to help negotiate better pay, benefits, and working conditions. Non-union workers do not receive any of these benefits or protection.

6. Collective bargaining- Negotiations between employees and employer to reach agreements regarding working conditions.

- 7. Fair Labor Standards Act (FLSA): Exempt- not entitled to benefits and protections put forth by FLSA. Non-exempt- must be paid minimum wage, paid time and a half for over 40 hours/overtime**

C. ORGANIZATIONAL CULTURE

<http://education-portal.com/academy/lesson/functions-of-organizational-culture.html>

- 8. Defined as a system of shared assumptions, values, and beliefs that govern how people behave in an organization.**
9. Provides a sense of identity
10. Creates and defines boundaries for members
11. Generates commitment of its members
12. Establishes rules and standards by which to function by

D. DIVERSITY AND INCLUSION

<http://education-portal.com/academy/lesson/affirmative-action-definition-and-effects-on-diversity-in-the-workplace.html>

- 13. Diversity consists of people that have varying educations, backgrounds, genders, ages, and creeds.**
14. Affirmative action and equal employment opportunities commission encourages to include diversity in the workplace.
15. 1964 Civil Rights Act- Title VII- protect against discrimination on the basis of value, ethnic background, and religion.

E. GLOBAL

<http://education-portal.com/academy/lesson/characteristics-of-the-international-manager-in-global-organizations.html>

- 16. A globally minded cultural awareness helps to understand the intricate workings (e.g. religion, culture, perspectives) of a specific culture when working with other countries.**
17. Global mindset- see business with a global point of view
18. Diversity helps to facilitate global points of view and relevant skills.

PRACTICE EXAM

1. Which organizational structure allows for collaboration by different functional departments?
 - A. Divisional
 - B. Simple
 - C. Functional
 - D. Matrix

2. What is one significant drawback of a decentralized organization?
 - A. Lack of managerial levels
 - B. Multiple opinions can impede making decisions
 - C. Costs more money
 - D. Employs a chain of command structure

3. What is not a typical managerial rule?
 - A. Negotiator
 - B. Decision maker
 - C. Union leader
 - D. Spokesperson

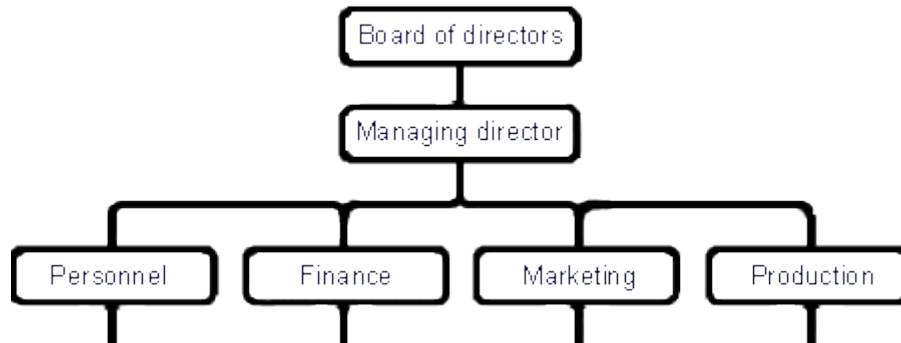
4. What is the final step in a grievance procedure?
 - A. Title VII
 - B. Arbitration
 - C. SEOC
 - D. Collective bargaining

5. Who interprets top-level policies in terms of their specialized viewpoint?
 - A. Middle managers
 - B. First-line supervisors
 - C. Employees
 - D. HR

6. What focuses on long-term goals of an organization?
 - A. Tactical
 - B. Operational
 - C. Strategic
 - D. None of the above

7. What regulation prevents employees from being discriminated when it comes to race, ethnicity, and religious background?
 - A. Diversity Act
 - B. Civil Rights Act- Title VII
 - C. FLSA
 - D. Oaxley Act
8. What is not one of the four managerial functions?
 - A. Leading
 - B. Organizing
 - C. Controlling
 - D. Formulating
9. What is not one of the typical byproducts of organizational culture?
 - A. Inspiring commitment from its members
 - B. Increasing investor value
 - C. Creating a sense of identity
 - D. Establishing rules/standards
10. When there is a lack of organizational structure, what might an employee encounter?
 - A. Frustration
 - B. Overtime pay
 - C. Flexibility
 - D. Transfer opportunities
11. If a company has 10 employees, do the guidelines under the Americans with Disabilities Act of 1990 apply?
 - A. Yes
 - B. No
 - C. Only if they apply under exempt status
 - D. Applies regardless of number of employees
12. What managerial function is the foundation for all other managerial functions?
 - A. Controlling
 - B. Leading
 - C. Planning
 - D. Organizing

13. The following chart depicts which type of organized structure?



- A. Chain of command
 - B. Organizational
 - C. Decentralized
 - D. Low-level line management
14. Business ethics must be maintained in _____.
A. Employee relations
B. Investor relations
C. Vendor relations
D. All of the above
15. The agreement between an employee and manager that an employee cannot be a member of a union as a condition of employment is referred to as _____.
A. Union contract
B. Collective bargaining agreement
C. Yellow dog contract
D. Non-exempt contract
16. A manager that has many employees under their supervision has _____.
A. A narrow span of control
B. A wide span of control
C. A variable span of control
D. A diverse span of control

17. Negotiations between employees and employer to reach agreements regarding working conditions are called _____.
A. Intrapersonal negotiations
B. Collective bargaining
C. Arbitration
D. Fair Labor Standards
18. Under the Fair Labor Standards Act, an employee that is non-exempt is entitled to _____.
A. Quarterly promotions
B. Wages determined by skill set
C. Bonuses
D. Time and a half for 40+ hours of work per week
19. _____ occurs once a plan is in place and is the most critical managerial functions.
A. Organizing
B. Staffing
C. Brainstorming
D. Controlling
20. What type of organization have multiple levels of management throughout the organization?
A. Decentralized
B. Unionized
C. Matrix
D. Centralized
21. Which organizing structure is flat and basic organization structure with little departmentalization and specialization?
A. Functional
B. Simple
C. Divisional
D. Matrix
22. A functional structure is traditionally described as
A. Non-existent specialization
B. Narrow span of control
C. Multiple authority levels
D. Specialization and departmentalization

23. What term is used to determine how many employees a manager can efficiently and effectively manage?
- A. Span of Control
 - B. Controlling
 - C. Collective bargaining
 - D. None of the above
24. What skills are required for supervisors?
- A. Management and leadership
 - B. Communication
 - C. Collaboration
 - D. All of the above
25. Affirmative action and equal employment opportunities commission encourages ____.
- A. Diversity in the workplace
 - B. Equal pay among employees
 - C. The right to discriminate when hiring
 - D. None of the above

ANSWER KEY

1. D) Matrix
2. B)Multiple opinions can impede making decisions
3. C)Union Leader
4. B) Arbitration
5. A) Middle Managers
6. C) Strategic
7. B) Civil Rights Act-Title VII
8. D) Formulating
9. B) Increasing Investor Value
- 10.A) Frustration
- 11.B) No
- 12.C) Planning
- 13.A) Chain of Command
- 14.D) All of the above
- 15.C)Yellow dog contract
- 16.B) A wide span of control
- 17.B) Collective Bargaining
- 18.D) Time and a half for 40+ hours of work per week
- 19.A) Organizing
- 20.A) Decentralized
- 21.B) Simple
- 22.D) Specialization and departmentalization
- 23.A) Span of control
- 24.D) All of the above
- 25.A) Diversity in the workplace

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