

**Part B—Directions:** For each of the following statements, select the word, or group of words, that best completes the statement. In the Answers column, write the letter corresponding to the answer selected.

	<b>Answers</b>
1. Employees will be most successful when they move into a management position if (a) they have worked for a poor supervisor so they know what not to do, (b) they begin work as a supervisor before receiving training, (c) they have the chance to try supervision before making a final decision, (d) they have done all of these. ....	1. _____
2. What procedure is used to evaluate the work and accomplishment of an employee and provide feedback about how well the employee is meeting expectations? (a) what-if analysis, (b) coaching, (c) contingency plan, (d) performance review. ....	2. _ _ _
3. The type of manager who works most directly with employees on a daily basis is (a) an executive, (b) a mid-manager, (c) a supervisor, (d) none of these. ....	3. _ _ _
4. Which of the following is NOT one of the common responsibilities of supervisors? (a) communicating goals and directions, (b) motivating employees to work effectively, (c) keeping management informed of employee ideas and concerns, (d) developing long-range plans for the organization. ....	4. _ _ _
5. Which of the following activities of supervisors relates most directly to quality control? (a) developing work schedules, (b) developing and checking standards, (c) using effective listening skills, (d) setting priorities so that the most important work gets done. ....	5. _ _ _
6. The effectiveness of a supervisor's job is determined by which factor? (a) the quality of the work of the supervised employees, (b) the efficient use of the company's resources, (c) the satisfaction of the supervisor's employees, (d) all of these. ....	6. _ _ _
7. To manage time efficiently, supervisors must be able to (a) determine the work to be done, (b) set priorities for the most important work, (c) ensure that the work is completed properly and on time, (d) do all of these activities. ....	7. _____
8. A difficult situation requiring a solution is (a) a problem, (b) a symptom, (c) a standard, (d) an alternative. ....	8. _ _ _
9. Which of the following would NOT be appropriate in selecting the solution to be implemented to solve an important problem? (a) take time rather than make a quick decision, (b) involve others to help with the decision, (c) select the least expensive solution, (d) all of these would not be appropriate. ....	9. _ _ _
10. Analyzing the solutions involves (a) brainstorming ideas, (b) listing advantages and disadvantages, (c) determining symptoms, (d) identifying the problem. ....	10. _ _ _
Total Score	_____

**Part C—Directions:** In the Answers column, write the letter of the responsibility that is most closely associated with the action described.

<b>Supervisors' Responsibilities</b>	<b>Actions</b>	<b>Answers</b>
A. Communicate the goals and directions of management to employees.	1. Supervisor looks for ways to reduce waste. ....	_ _ _
B. Explain employee concerns and ideas to management.	2. Supervisor asks employees for their opinions....	_ _ _
C. Evaluate and improve employee performance.	3. Supervisor spends time with employees asking about what they are doing. ....	_____
D. Encourage employees to do their best work.	4. Supervisor helps employees see how they can accomplish their own goals by helping the company be successful. ....	_ _ _
E. Use resources efficiently.	5. Supervisor makes arrangements for additional training for an employee. ....	_____
	Total Score	_____

Name \_\_\_\_\_

### Issues

**Directions:** Study each controversial issue carefully. Follow the advice of your teacher before listing in the columns provided reasons why people might answer Yes or No. Your teacher may want you to work with a classmate, talk with others in your community to gather information, or use the library or Internet to gather facts.

2-1. Are supervisors more important to the success of a business than executives?

Reasons for "Yes"	Reasons for "No"

2-2. Should supervisors be selected from among the employees who are the top performers in their areas rather than from those who have the ability to work well with and motivate other employees?

Reasons for "Yes"	Reasons for "No"

Teaching suggestion: You may want to form two teams of students to debate the issues. The remaining students can serve as judges to determine the winning team.

## Problems

2-A. As a manager of a printing department, you are responsible for scheduling the time of three employees. Each employee works from 9:00 a.m. until 5:00 p.m. with lunch from 12:00 p.m. until 1:00 p.m. You have the following jobs that can be assigned to your employees. All jobs must be assigned.

Job 1	2 hours to complete	must be completed today
Job 2	3½ hours to complete	can be completed tomorrow
Job 3	5½ hours to complete	must be completed today
Job 4	1½ hours to complete	must be completed today
Job 5	3 hours to complete	can be completed tomorrow; cannot be divided
Job 6	4 hours to complete	must be completed today
Job 7	3 hours to complete	must be completed today
Job 8	2½ hours to complete	must be completed today
Job 9	4 hours to complete	can be completed tomorrow
Job 10	2 hours to complete	can be completed tomorrow; cannot be divided

Using the following form, assign the jobs to your three employees. You must make certain that jobs 1, 3, 4, 6, 7, and 8 are done today. Employees should be busy all day, but they cannot begin a job that cannot be completed before 5:00 p.m. if it is noted that the job cannot be divided.

Time	Day 1			Day 2		
	Employee 1	Employee 2	Employee 3	Employee 1	Employee 2	Employee 3
9:00						
10:00						
11:00						
12:00						
1:00						
2:00						
3:00						
4:00						
5:00						

Many schedules are possible—there are more hours available than will be filled by the above jobs.

- How many hours are your employees available to work during the two-day period?  
\_\_\_\_\_
- How many hours of jobs did you schedule? 3  
\_\_\_\_\_
- Based on this information, what problem(s) do you have within your department?  
\_\_\_\_\_
- Using the problem-solving process, define the problem(s) and brainstorm some possible solutions.  
\_\_\_\_\_  
\_\_\_\_\_

Name \_\_\_\_\_

2-B. Use the Internet or newspaper classified advertisements to locate at least five employment opportunities for supervisors. Complete the chart below. The first column shows responsibilities for supervisors. For each of the responsibilities listed, complete the following steps:

1. Identify a part of the job description from one of the advertisements that relates to that responsibility and write the statement in the second column.
2. Write the job title for that position in the third column.
3. Write the name of the company offering the position in the fourth column.
4. Identify the type of business (manufacturer, retailer, etc.) in the last column.

Try to identify a different job and company for each of the supervisor responsibilities.

<b>Supervisor Responsibility</b>	<b>Job Description</b>	<b>Job Title</b>	<b>Company</b>	<b>Type of Business</b>
Communicate goals and directions				
Keep management informed				
Evaluate and improve employee performance				
Motivate employees				
Use resources efficiently				

## Small Group Activities

### General Directions

Small groups of three or four students should be created. Each group should be assigned one of the following problems, or the group can select the problem on which the members want to work. Groups should have about 10–15 minutes to discuss the issues and develop answers.

### Group Activity 1

You are the manager of a kitchen appliance store. For each of the three categories listed below—(1) customer needs, (2) competition, and (3) the economy—identify the types of information you need in order to make management decisions about your appliance business. Then develop a procedure for collecting the needed information.

#### Customer Needs

Types of information: Merchandise preferences, delivery, credit plans, return policy, installation, and product service/maintenance

Collection procedure: Questionnaires, previous sales records, and previous maintenance/service records

#### Competition

Types of information: Location of competition, number of stores, prices, services offered, product variety, and customer service

Collection procedure: Competitors' advertisements and visits to competitors' stores

#### Economy

Types of information: Interest rates, inflation rates, unemployment rates, and stage of economic cycle

Collection procedure: Newspapers, websites, government publications, and banks

### Group Activity 2

You are the manager of a small gift shop located in a mall. Your store hours are 10:00 a.m. until 9:00 p.m. You typically work during the day with two or three other employees and have a small part-time staff to work the evening hours unsupervised. You receive a monthly projected sales report based on the previous year's sales volume and the season of the year. In reviewing these figures, you have noticed a consistent decline in your sales volume for the last three months. Based on this information, answer the following questions.

1. Is this a symptom or a problem? If this is a symptom, identify at least three possible problems that might be the cause of the symptom.

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2. From your list of possible problems, select one and determine the possible solutions, analyze the solutions, and select the best solution.

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3. Establish a method to monitor the solution to determine whether or not you have solved the problem.

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