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Question: 1

A designer who tells fellow team members that the division intends to cut the team's budget is:

- A. Probing
- B. Gate keeping
- C. Informing
- D. Parading

Answer: B

Explanation:

Gate keeping: Teams are not insulated but must interact with others inside and outside the organization. Probing is a strategy that requires team members to focus on external relationships, diagnose needs (of customers, for example), and experiment with solutions. Gate keeping is when a team member relays relevant information—from within or outside the organization—to the rest of the team, as in this case. Informing is when outsiders are told about a team decision. Parading is when a team seeks to strengthen itself internally while enhancing external visibility.

Question: 2

The factory built by Henry Ford to produce the Model T automobile is a classic example of:

- A. Systematic management
- B. Scientific management
- C. Administrative management
- D. Quantitative management

Answer: B

Explanation:

Scientific management. Management theory and practices have been evolving since the Industrial Revolution and continue to do so. In the late 19th century, systematic management raised awareness of the managerial process, emphasizing standardization, coordination, and organizational control to meet burgeoning consumer demand. But unrealized production efficiency led Frederick Taylor, a young engineer, to introduce the concept of scientific management, which used scientific methods such as time/motion studies to determine the most efficient way to perform a task. Taylor also emphasized the importance of training, standardized tools, and instruction cards to help workers do the best possible job. Henry Ford's innovative, moving production line that allowed automobiles to be efficiently assembled by specialized workers in sequence is an example of scientific management in practice. Administrative management maintained that management was a profession that could be taught, and Henri Fayol, another

engineer, developed 14 principles of management. Quantitative management is a more contemporary approach, using mathematical models and quantitative analysis to solve management problems.

Question: 3

Which of the following is best suited to a narrow span of control?

- A. An assembly line
- B. A roomful of telephone survey takers
- C. A department-store sales force
- D. A research project

Answer: D

Explanation:

A research project. Span of control refers to the number of people who report directly to a supervisor. A narrow span of control, with few people reporting directly to a single supervisor, tends to create a vertical or "tall" organization with many layers of management. A wide span of control, with many people reporting directly to a supervisor, builds a horizontal or "flat" organization with fewer managers. Factors that may affect span of control include job complexity, similarity of jobs, physical proximity of employees to manager, and the abilities of employees and manager. In general, the span should be narrower when the work is complex or ambiguous, the subordinates' jobs are disparate and non-routine, the manager is remote or non-supportive, jobs lack common performance standards, or workers need or prefer close supervision. Because research is more complex and non-routine than assembly, retail sales, or survey-taking, with job performance far less standardized and thus difficult to quantify, it is well suited to a narrow span of control. In general, a research project manager would be able to effectively manage fewer people than an assembly, sales, or survey supervisor.

Question: 4

Which of the following is true of decentralized decision-making?

- A. An organization is able to respond rapidly to change.
- B. Top-level managers make most of the on-the-spot decisions.
- C. Assignments are rarely delegated.
- D. Middle-level managers are primarily responsible for innovation.

Answer: A

Explanation:

An organization is able to respond rapidly to change. A decentralized organization is one in which authority has been delegated throughout different levels of management, while a centralized organization is one in which authority is concentrated at the top levels of management. Because decision-making can occur quickly at the point of implementation, a decentralized

organization is able to respond to change more rapidly than a centralized organization that must relay information to top management and await its decision. Ideally, innovation is encouraged at all levels of management. whether an organization is centralized or decentralized.

Question: 5

An example of a staff department at Boeing Company would be:

- A. Fabrication
- B. Product design
- C. Assembly
- D. Human resources

Answer: D

Explanation:

Human resources. Line departments are directly engaged in the production, sales, or service of a company/ s products. Fabrication, product design, assembly, distribution, and customer service are examples of line departments. Staff departments, on the other hand, are specialized units of professionals who support line departments. They often wield considerable power and include legal, research, accounting, public relations, and human resources departments.

Question: 6

Which of the following would a company consider least when forecasting its internal labor supply?

- A. Turnover
- B. Terminations
- C. Transfers
- D. Tardiness

Answer: D

Explanation:

Tardiness. Supply of labor—the number and kinds of employees available to an organization—consists of primary components: external, which is labor supply outside the company, and internal, which is labor supply within the company. To forecast external supply, an organization must consider workforce trends, both nationally and globally. When forecasting its internal supply, an organization considers turnover, terminations, transfers, promotions, and retirement. Although chronic tardiness may affect production and ultimately lead to termination, it would not be an important consideration when forecasting an organization's labor supply.

Question: 7

According to recent surveys, most job positions are filled through:

- A. Newspaper ads
- B. Employment agencies
- C. Web job boards such as Monster
- D. Word of mouth

Answer: D

Explanation:

Word of mouth. Web job boards, such as Monster, are booming in popularity, and newspaper ads are experiencing resurgence as a result of partnering with those online job boards. Employment agencies and headhunters are especially popular with companies seeking to fill top-level positions. But nothing beats word of mouth. According to a 2006 article in Workforce Management, surveys show that most jobs are filled by word-of-mouth referrals. Not only is it an inexpensive way to recruit, but current employees have the inside track on knowing who will be a good fit with their company.

Question: 8

The concept of "employment-at-will" maintains that:

- A. A candidate's hiring is contingent upon satisfactory background checks
- B. An employee may be terminated for any reason
- C. An employee is free to quit at any time
- D. A company should offer outplacement to laid-off workers

Answer: B

Explanation:

An employee may be terminated for any reason. Employment-at-will, also known as termination-at-will, is the concept that a company may fire an employee for any reason. There are, of course, exceptions to this policy, and courts have been actively involved in defining those exceptions for many years. But the concept itself has been on the legal books since the 19th century and is a logical parallel to the fact that an employee may quit whenever he wishes. Although a candidate's hiring often is contingent upon reference or background checks, those have nothing to do with employment-at-will. Neither does the arguably moral obligation to offer outplacement to laid-off workers.



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