

EXAMINATION SECTION

TEST 1

DIRECTIONS: Each question or incomplete statement is followed by several suggested answers or completions. Select the one that BEST answers the question or completes the statement. *PRINT THE LETTER OF THE CORRECT ANSWER IN THE SPACE AT THE RIGHT.*

1. The one of the following which has had GREATEST effect upon size of the budget of large cities in the last twenty years is 1.____
 - A. change in the organization of the city resulting from new charters
 - B. increase in services rendered by the city
 - C. development of independent authorities
 - D. increase in the city's ability to borrow money
 - E. increase in the size of the city

2. The one of the following services for which cities receive the LEAST amount of direct financial assistance from state governments is 2.____
 - A. education B. welfare C. housing D. roads E. museums

3. Major problems which face most large cities, including New York, arise from the vertical sandwiching of governments in a single area and from the many independent governments that crowd the boundaries of the central city. 3.____

Of the following methods of solving these problems, the one which has been MOST successful in the past has been to

 - A. decentralize the administration of the central city
 - B. create various supra-municipal authorities which tend to integrate the activities of the metropolitan area
 - C. bring the metropolitan population under a single local government
 - D. set up intermunicipal coordinating agencies to solve area administrative and economic problems
 - E. allow each government element in the metropolitan area to work out its own solution

4. By means of the *debt limit* the states regulate many facets of the debt of the cities. The one of the following factors which is NOT regulated in this manner is the 4.____
 - A. purpose for which the debt is incurred
 - B. amount of debt which may be incurred
 - C. terms of the notes or bonds issued by the city
 - D. forms of debts which may be incurred
 - E. source from which the money may be borrowed

5. The one of the following which is a characteristic of NEITHER the state nor the Federal governments, but which is a characteristic of the government of cities is that the latter 5.____
 - A. is not sovereign but an agent
 - B. does not have the power to raise taxes
 - C. cannot enter into contracts
 - D. may not make treaties with foreign countries
 - E. may not coin money

Questions 6-8.

DIRECTIONS: Questions 6 through 8 are based on the following paragraph:

The regressive uses of discipline are ubiquitous. Administrative architects who seek the optimum balance between structure and morale must accordingly look toward the identification and isolation of disciplinary elements. The whole range of disciplinary sanctions, from the reprimand to the dismissal, presents opportunities for reciprocity and accommodation of institutional interests. When rightly seized upon, these opportunities may provide the moment and the means for fruitful exercise of leadership and collaboration.

6. The one of the following ways of reworking the ideas presented in this paragraph in order to be BEST suited for presentation in an in-service training course in supervision is: 6. ____
- A. When one of your men does something wrong, talk it over with him. Tell him what he should have done. This is a chance for you to show the man that you are on his side and that you would welcome him on your side.
 - B. It is not necessary to reprimand or to dismiss an employee because he needs disciplining. The alert foreman will lead and collaborate with his subordinates making discipline unnecessary.
 - C. A good way to lead the men you supervise is to take those opportunities which present themselves to use the whole range of disciplinary sanctions from reprimand to dismissal as a means for enforcing collaboration.
 - D. Chances to punish a man in your squad should be welcomed as opportunities to show that you are a 'good guy' who does not bear a grudge.
 - E. Before you talk to a man or have him report to the office for something he has done wrong, attempt to lead him and get him to work with you. Tell him that his actions were wrong, that you expect him not to repeat the same wrong act, and that you will take a firmer stand if the act is repeated.
7. Of the following, the PRINCIPAL point made in the paragraph is that 7. ____
- A. discipline is frequently used improperly
 - B. it is possible to isolate the factors entering into a disciplinary situation
 - C. identification of the disciplinary elements is desirable
 - D. disciplinary situations may be used to the advantage of the organization
 - E. obtaining the best relationship between organizational form and spirit, depends upon the ability to label disciplinary elements
8. The MOST novel idea presented in the paragraph is that 8. ____
- A. discipline is rarely necessary
 - B. discipline may be a joint action of man and supervisor
 - C. there are disciplinary elements which may be identified
 - D. a range of disciplinary sanctions exists
 - E. it is desirable to seek for balance between structure and morale

9. When, in the process of developing a classification plan, it has been decided that certain positions all have distinguishing characteristics sufficiently similar to justify treating them alike in the process of selecting appointees and establishing pay rates or scales, then the kind of employment represented by such positions will be called a 'class'.

9. _____

According to this paragraph, a group of positions is called a class if they

- A. have distinguishing characteristics
- B. represent a kind of employment
- C. can be treated in the same mannner for some functions
- D. all have the same pay rates
- E. are treated in the same manner in the development of a classification plan

Questions 10–12.

DIRECTIONS: Questions 10 through 12 are based on the following paragraph:

The fundamental characteristic of the type of remote control which management needs to bridge the gap between itself and actual operations is the more effective use of records and reports—more specifically, the gathering and interpretation of the facts contained in records and reports. Facts, for management purposes, are those data (narrative and quantitative) which express in simple terms the current standing of the agency's program, work and resources in relation to the plans and policies formulated by management. They are those facts or measures (1) which permit management to compare current status with past performance and with its forecasts for the immediate future, and (2) which provide management with a reliable basis for long-range forecasting.

10. According to the above statement, a characteristic of a type of management control

10. _____

- A. is the kind of facts contained in records and reports
- B. is narrative and quantitative data
- C. is its remoteness from actual operations
- D. is the use of records
- E. which expresses in simple terms the current standing of the agency's program, provides management with a reliable basis for long-range forecasting

11. For management purposes, facts are, according to the paragraph

11. _____

- A. forecasts which can be compared to current status
- B. data which can be used for certain control purposes
- C. a fundamental characteristic of a type of remote control
- D. the data contained in records and reports
- E. data (narrative and quantitative) which describe the plans and policies formulated by management

12. An inference which can be drawn from this statement is that 12. _____
- A. management which has a reliable basis for long-range forecasting has at its disposal a type of remote control which is needed to bridge the gap between itself and actual operations
 - B. data which do not express in simple terms the current standing of the agency's program, work and resources in relationship to the plans and policies formulated by management, may still be facts for management purposes
 - C. data which express relationships among the agency's program, work and resources are management facts
 - D. the gap between management and actual operations can only be bridged by characteristics which are fundamentally a type of remote control
 - E. management compares current status with past performance in order to obtain a reliable basis for long-range forecasting

Questions 13–14.

DIRECTIONS: Questions 13 and 14 are based on the following paragraph:

People must be selected to do the tasks involved and must be placed on a payroll in jobs fairly priced. Each of these people must be assigned those tasks which he can perform best; the work of each must be appraised, and good and poor work singled out appropriately. Skill in performing assigned tasks must be developed, and the total work situation must be conducive to sustained high performance. Finally, employees must be separated from the work force either voluntarily or involuntarily because of inefficient or unsatisfactory performance or because of curtailment of organizational activities.

13. A personnel function which is NOT included in the above description is 13. _____
- A. classification
 - B. training
 - C. placement
 - D. severance
 - E. service rating
14. The underlying implied purpose of the policy enunciated in the above paragraph is 14. _____
- A. to plan for the curtailment of the organizational program when it becomes necessary
 - B. to single out appropriate skill in performing assigned tasks
 - C. to develop and maintain a high level of performance by employees
 - D. that training employees in relation to the total work situation is essential if good and poor work are to be singled out
 - E. that equal money for equal work results in a total work situation which insures proper appraisal

15. Changes in program must be quickly and effectively translated into organizational adjustments if the administrative machinery is to be fully adapted to current operating needs. Continuous administrative planning is indispensable to the successful and expeditious accomplishment of such organization changes. 15. _____
According to this statement,
- A. the absence of continuous administrative planning must result in out-moded administrative machinery
 - B. continuous administrative planning is necessary for changes in program
 - C. if changes in program are quickly and effectively translated into organizational adjustments, the administrative machinery is fully adapted to current operating needs
 - D. continuous administrative planning results in successful and expeditious accomplishment of organization changes
 - E. if administrative machinery is not fully adapted to current operating needs, then continuous administrative planning is absent
16. The first line supervisor executes policy as elsewhere formulated. He does not make policy. He is the element of the administrative structure closest to the employee group. 16. _____
From this point of view, it follows that a MAJOR function of the first line supervisor is to
- A. suggest desirable changes in procedure to top management
 - B. prepare time schedules showing when his unit will complete a piece of work so that it will dovetail with the requirements of other units
 - C. humanize policy so as to respect employee needs and interests
 - D. report danger points to top management in order to forestall possible bottlenecks
 - E. discipline employees who continuously break departmental rules
17. During a supervisory staff meeting, the department head said to the first line supervisors, 17. _____
"The most important job you have is to get across to the employees in your units the desirability of achieving our department's aims and the importance of the jobs they are performing toward reaching our goals."
In general, adoption of this point of view would tend to result in an organization
- A. in which supervisors would be faced by many disciplinary problems caused by employee reaction to the program
 - B. in which less supervision is required of the work of the average employee
 - C. having more clearly defined avenues of communication
 - D. lacking definition; supervisors would tend to forget their primary mission of getting the assigned work completed as efficiently as possible
 - E. in which most employees would be capable of taking over a supervisory position when necessary
18. A supervisor, in assigning a man to a job, generally followed the policy of fitting the man to the job. 18. _____
This procedure is
- A. *undesirable*; the job should be fitted to the man
 - B. *desirable*; primary emphasis should be on the work to be accomplished
 - C. *undesirable*; the policy does not consider human values
 - D. *desirable*; setting up a definite policy and following it permits careful analysis
 - E. *undesirable*; it is not always possible to fit the available man to the job

19. Assume that one of the units under your jurisdiction has 40 typists. Their skill ranges from 15 to 80 words a minute. The MOST feasible of the following methods to increase the typing output of this unit is to 19. _____
- A. study the various typing jobs to determine the skill requirements for each type of work and assign to each typist tasks commensurate with her skill
 - B. assign the slow typists to clerical work and hire new typists
 - C. assign such tasks as typing straight copy to the slower typists
 - D. reduce the skill requirements necessary to produce a satisfactory quantity of work
 - E. simplify procedures and keep reports, memoranda and letters short and concise
20. In a division of a department, private secretaries were assigned to members of the technical staff since each required a secretary who was familiar with his particular field and who could handle various routine matters without referring to anyone. Other members of the staff depended for their dictation and typing work upon a small pool consisting of two stenographers and two typists. Because of turnover and the difficulty of recruiting new stenographers and typists, the pool had to be discontinued. 20. _____
- Of the following, the MOST satisfactory way to provide stenographic and typing service for the division is to
- A. organize the private secretaries into a decentralized pool under the direction of a supervisor to whom nontechnical staff members would send requests for stenographic and typing assistance
 - B. organize the private secretaries into a central pool under the direction of a supervisor to whom all staff members would send requests for stenographic and typing assistance
 - C. train clerks as typists and typists as stenographers
 - D. relieve stenographers and typists of jobs that can be done by messengers or clerks
 - E. conserve time by using such devices as indicating minor corrections on a final draft in such a way that they can be erased and by using duplicating machines to eliminate typing many copies
21. Even under perfect organizational conditions, the relationships between the line units and the units charged with budget planning and personnel management may be precarious at times. 21. _____
- The one of the following which is a MAJOR reason for this is that
- A. service units assist the head of the agency in formulating and executing policies
 - B. line units frequently find lines of communication to the agency head blocked by service units
 - C. there is a natural antagonism between planners and doers
 - D. service units tend to become line in attitude and emphasis, and to conflict with operating units
 - E. service units tend to function apart from the operating units

22. The one of the following which is the CHIEF reason for training supervisors is that 22. _____
- A. untrained supervisors find it difficult to train their subordinates
 - B. most persons do not start as supervisors and consequently are in need of supervisory training
 - C. training permits a higher degree of decentralization of the decision-making process
 - D. training permits a higher degree of centralization of the decision-making process
 - E. coordinated actions on the part of many persons pre-supposes familiarity with the procedures to be employed
23. The problem of determining the type of organization which should exist is inextricably interwoven with the problem of recruitment. In general, this statement is 23. _____
- A. *correct*; since organizations are man-made they can be changed
 - B. *incorrect*; the organizational form which is most desirable is independent of the persons involved
 - C. *correct*; the problem of organization cannot be considered apart from employee qualifications
 - D. *incorrect*; organizational problems can be separated into many parts and recruitment is important in only few of these
 - E. *correct*; a good recruitment program will reduce the problems of organization
24. The conference as an administrative tool is MOST valuable for solving problems which 24. _____
- A. are simple and within a familiar frame of reference
 - B. are of long standing
 - C. are novel and complex
 - D. are not solvable
 - E. require immediate solution
25. Of the following, a recognized procedure for avoiding conflicts in the delegation of authority is to 25. _____
- A. delegate authority so as to preserve control by top management
 - B. provide for a workable span of control
 - C. preview all assignments periodically
 - D. assign all related work to the same control
 - E. use the linear method of assignment
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KEY (CORRECT ANSWERS)

1. B
2. E
3. C
4. E
5. A
6. A
7. D
8. B
9. C
10. D

11. B
12. A
13. A
14. C
15. A
16. C
17. B
18. B
19. A
20. A

21. D
 22. C
 23. C
 24. C
 25. D
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