

EXAMINATION SECTION

TEST 1 *B*

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

1. Although some kinds of instructions are best put in written form, a supervisor can give many instructions verbally. 1. _____
In which one of the following situations would verbal instructions be *MOST* suitable?
 - A. Furnishing an employee with the details to be checked in doing a certain job
 - B. Instructing an employee on the changes necessary to update the office manual used in your unit
 - C. Informing a new employee where different kinds of supplies and equipment that he might need are kept
 - D. Presenting an assignment to an employee who will be held accountable for following a series of steps
2. You may be asked to evaluate the organization structure of your unit. 2. _____
Which one of the following questions would you *NOT* expect to take up in an evaluation of this kind?
 - A. Is there an employee whose personal problems are interfering with his or her work?
 - B. Is there an up-to-date job description for each position in this section?
 - C. Are related operations and tasks grouped together and regularly assigned together?
 - D. Are responsibilities divided as far as possible, and, is this division clearly understood by all employees?
3. In order to distribute and schedule work fairly and efficiently, a supervisor may wish to make a work distribution study. A simple way of getting the information necessary for such a study is to have everyone for one week keep track of each task done and the time spent on each. 3. _____
Which one of the following situations showing up in such a study would *most clearly* call for corrective action?
 - A. The newest employee takes longer to do most tasks than do experienced employees
 - B. One difficult operation takes longer to do than most other operations carried out by the section
 - C. A particular employee is very frequently assigned tasks that are not similar and have no relationship to each other
 - D. The most highly skilled employee is often assigned the most difficult jobs
4. The authority to carry out a job can be delegated to a subordinate, but the supervisor remains responsible for the work of the section as a whole. 4. _____
As a supervisor, which of the following rules would be the *BEST* one for you to follow in view of the above statement?

- A. Avoid assigning important tasks to your subordinates, because you will be blamed if anything goes wrong
 - B. Be sure each subordinate understands the specific job he has been assigned, and check at intervals to make sure assignments are done properly
 - C. Assign several people to every important job, so that responsibility will be spread out as much as possible
 - D. Have an experienced subordinate check all work done by other employees, so that there will be little chance of anything going wrong
5. The human tendency to resist change is often reflected in higher rates of turnover, absenteeism, and errors whenever an important change is made in an organization. Although psychologists do not fully understand the reasons why people resist change, they believe that the resistance stems from a threat to the individual's security, that it is a form of fear of the unknown. In light of this statement, which one of the following approaches would probably be *MOST* effective in preparing employees for a change in procedure in their unit? 5. _____
- A. Avoid letting employees know anything about the change until the last possible moment
 - B. Sympathize with employees who resent the change and let them know you share their doubts and fears
 - C. Promise the employees that if the change turns out to be a poor one, you will allow them to suggest a return to the old system
 - D. Make sure that employees know the reasons for the change and are aware of the benefits that are expected from it
6. Each of the following methods of encouraging employee participation in work planning has been used effectively with different kinds and sizes of employee groups. Which one of the following methods would be *MOST* suitable for a group of four technically skilled employees? 6. _____
- A. Discussions between the supervisor and a representative of the group
 - B. A suggestion program with semi-annual awards for outstanding suggestions
 - C. A group discussion summoned whenever a major problem remains unsolved for more than a month
 - D. Day-to-day exchange of information, opinions and experience
7. Of the following, the *MOST* important reason why a supervisor is given the authority to tell subordinates what work they should do, how they should do it, and when it should be done is that *usually* 7. _____
- A. most people will not work unless there is someone with authority standing over them
 - B. work is accomplished more effectively if the supervisor plans and coordinates it
 - C. when division of work is left up to subordinates, there is constant arguing, and very little work is accomplished
 - D. subordinates are not familiar with the tasks to be performed
8. Fatigue is a factor that affects productivity in all work situations. However, a brief rest period will ordinarily serve to restore a person from fatigue. According to this statement, which one of the following techniques is *most likely* to reduce the impact of fatigue on over-all productivity in a unit? 8. _____

- A. Scheduling several short breaks throughout the day
 - B. Allowing employees to go home early
 - C. Extending the lunch period an extra half hour
 - D. Rotating job assignments every few weeks
9. After giving a new task to an employee, it is a good idea for a supervisor to ask specific questions to make sure that the employee grasps the essentials of the task and sees how it can be carried out. Questions which ask the employee what he thinks or how he feels about an important aspect of the task are particularly effective. Which one of the following questions is *NOT* the type of question which would be useful in the foregoing situation? 9. _____
- A. "Do you feel there will be any trouble meeting the 4:30 deadline?"
 - B. "How do you feel about the kind of work we do here?"
 - C. "Do you think that combining those two steps will work all right?"
 - D. "Can you think of any additional equipment you may need for this process?"
10. Of the following, the *LEAST* important reason for having a *continuous* training program is that 10. _____
- A. employees may forget procedures that they have already learned
 - B. employees may develop short cuts on the job that result in inaccurate work
 - C. the job continues to change because of new procedures and equipment
 - D. training is one means of measuring effectiveness and productivity on the job
11. In training a new employee, it is usually advisable to break down the job into meaningful parts and have the new employee master one part before going on to the next. Of the following, the *BEST* reason for using this technique is to 11. _____
- A. let the new employee know the reason for what he is doing and thus encourage him to remain in the unit
 - B. make the employee aware of the importance of the work and encourage him to work harder
 - C. show the employee that the work is easy so that he will be encouraged to work faster
 - D. make it more likely that the employee will experience success and will be encouraged to continue learning the job
12. You may occasionally find a serious error in the work of one of your subordinates. Of the following, the *BEST* time to discuss such an error with an employee *usually* is 12. _____
- A. immediately after the error is found
 - B. after about two weeks, since you will also be able to point out some good things that the employee has accomplished
 - C. when you have discovered a pattern of errors on the part of this employee so that he will not be able to dispute your criticism
 - D. after the error results in a complaint by your own supervisor

13. For very important announcements to the staff, a supervisor should usually use both written and oral communications. For example, when a new procedure is to be introduced, the supervisor can more easily obtain the group's acceptance by giving his subordinates a rough draft of the new procedure and calling a meeting of all his subordinates. The *LEAST* important benefit of this technique is that it will better enable the supervisor to 13. _____
- A. explain why the change is necessary
 - B. make adjustments in the new procedure to meet valid staff objections
 - C. assign someone to carry out the new procedure
 - D. answer questions about the new procedure
14. Assume that, while you are interviewing an individual to obtain information, the individual pauses in the middle of an answer. 14. _____
The *BEST* of the following actions for you to take at that time is to
- A. correct any inaccuracies in what he has said
 - B. remain silent until he continues
 - C. explain your position on the matter being discussed
 - D. explain that time is short and that he must complete his story quickly
15. When you are interviewing someone to obtain information, the *BEST* of the following reasons for you to repeat certain of his exact words is to 15. _____
- A. assure him that appropriate action will be taken
 - B. encourage him to switch to another topic of discussion
 - C. assure him that you agree with his point of view
 - D. encourage him to elaborate on a point he has made
16. Generally, when writing a letter, the use of precise words and concise sentences is 16. _____
- A. *good*, because less time will be required to write the letter
 - B. *bad*, because it is most likely that the reader will think the letter is unimportant and will not respond favorably
 - C. *good*, because it is likely that your desired meaning will be conveyed to the reader
 - D. *bad*, because your letter will be too brief to provide adequate information
17. In which of the following cases would it be *MOST* desirable to have *two* cards for one individual in a *single* alphabetic file? The individual has 17. _____
- A. a hyphenated surname
 - B. two middle names
 - C. a first name with an unusual spelling
 - D. a compound first name
18. Of the following, it is *MOST* appropriate to use a form letter when it is necessary to answer many 18. _____
- A. requests or inquiries from a single individual
 - B. follow-up letters from individuals requesting additional information
 - C. requests or inquiries about a single subject
 - D. complaints from individuals that they have been unable to obtain various types of information

19. Assume that you are asked to make up a budget for your section for the coming year, and you are told that the most important function of the budget is its "control function." Of the following, "control" in this context implies, *most nearly*, that 19. _____
- A. you will probably be asked to justify expenditures in any category when it looks as though these expenditures are departing greatly from the amount budgeted
 - B. your section will probably not be allowed to spend more than the budgeted amount in any given category, although it is always permissible to spend less
 - C. your section will be required to spend the exact amount budgeted in every category
 - D. the budget will be filed in the Office of the Comptroller so that when the year is over the actual expenditures can be compared with the amounts in the budget
20. In writing a report, the practice of taking up the *least* important points *first* and the *most* important points *last* is a 20. _____
- A. *good technique* since the final points made in a report will make the greatest impression on the reader
 - B. *good technique* since the material is presented in a more logical manner and will lead directly to the conclusions
 - C. *poor technique* since the reader's time is wasted by having to review irrelevant information before finishing the report
 - D. *poor technique* since it may cause the reader to lose interest in the report and arrive at incorrect conclusions about the report
21. Typically, when the technique of "supervision by results" is practiced, higher management sets down, either implicitly or explicitly, certain performance standards or goals that the subordinate is expected to meet. So long as these standards are met, management interferes very little. 21. _____
- The *most likely* result of the use of this technique is that it will
- A. lead to ambiguity in terms of goals
 - B. be successful only to the extent that close direct supervision is practiced
 - C. make it possible to evaluate both employee and supervisory effectiveness
 - D. allow for complete dependence on the subordinate's part
22. When making written evaluations and reviews of the performance of subordinates, it is *usually* **ADVISABLE** to 22. _____
- A. avoid informing the employee of the evaluation if it is critical because it may create hard feelings
 - B. avoid informing the employee of the evaluation whether critical or favorable because it is tension-producing
 - C. to permit the employee to see the evaluation but not to discuss it with him because the supervisor cannot be certain where the discussion might lead
 - D. to discuss the evaluation openly with the employee because it helps the employee understand what is expected of him
23. There are a number of well-known and respected human relations principles that successful supervisors have been using for years in building good relationships with their employees. Which of the following does *NOT* illustrate such a principle? 23. _____

- A. Give clear and complete instructions
 - B. Let each person know how he is getting along
 - C. Keep an open-door policy
 - D. Make all relationships personal ones
24. Assume that it is necessary for you to give an unpleasant assignment to one of your subordinates. You expect this employee to raise some objections to this assignment. The *most appropriate* of the following actions for you to take *FIRST* is to issue the assignment 24. _____
- A. *orally*, with the further statement that you will not listen to any complaints
 - B. *in writing*, to forestall any complaints by the employee
 - C. *orally*, permitting the employee to express his feelings
 - D. *in writing*, with a note that any comments should be submitted in writing
25. Suppose you have just announced at a staff meeting with your subordinates that a radical reorganization of work will take place next week. Your subordinates at the meeting appear to be excited, tense, and worried. Of the following, the *BEST* action for you to take at that time is to 25. _____
- A. schedule private conferences with each subordinate to obtain his reaction to the meeting
 - B. close the meeting and tell your subordinates to return immediately to their work assignments
 - C. give your subordinates some time to ask questions and discuss your announcement
 - D. insist that your subordinates do not discuss your announcement among themselves or with other members of the agency

KEY (CORRECT ANSWERS)

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| 1. C | 11. D |
| 2. A | 12. A |
| 3. C | 13. C |
| 4. B | 14. B |
| 5. D | 15. D |
| 6. D | 16. C |
| 7. B | 17. A |
| 8. A | 18. C |
| 9. B | 19. A |
| 10. D | 20. D |
| 21. C | |
| 22. D | |
| 23. D | |
| 24. C | |
| 25. C | |
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