

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. Which one of the following generalizations is *most likely* to be **INACCURATE** and lead to judgmental errors in communication? 1. ____
 - A. A supervisor must be able to read with understanding
 - B. Misunderstanding may lead to dislike
 - C. Anyone can listen to another person and understand what he means
 - D. It is usually desirable to let a speaker talk until he is finished
2. Assume that, as a supervisor, you have been directed to inform your subordinates about the implementation of a new procedure which will affect their work. While communicating this information, you should do all of the following **EXCEPT** 2. ____
 - A. obtain the approval of your subordinates regarding the new procedure
 - B. explain the reason for implementing the new procedure
 - C. hold a staff meeting at a time convenient to most of your subordinates
 - D. encourage a productive discussion of the new procedure
3. Assume that you are in charge of a section that handles requests for information on matters received from the public. One day, you observe that a clerk under your supervision is using a method to log-in requests for information that is different from the one specified by you in the past. Upon questioning the clerk, you discover that instructions changing the old procedure were delivered orally by your supervisor on a day on which you were absent from the office. Of the following, the *most appropriate* action for you to take is to 3. ____
 - A. tell the clerk to revert to the old procedure at once
 - B. ask your supervisor for information about the change
 - C. call your staff together and tell them that no existing procedure is to be changed unless you direct that it be done
 - D. write a memo to your supervisor suggesting that all future changes in procedure are to be in writing and that they be directed to you
4. At the first meeting with your staff after appointment as a supervisor, you find considerable indifference and some hostility among the participants. Of the following, the *most appropriate* way to handle this situation is to 4. ____
 - A. disregard the attitudes displayed and continue to make your presentation until you have completed it
 - B. discontinue your presentation but continue the meeting and attempt to find out the reasons for their attitudes
 - C. warm up your audience with some good natured statements and anecdotes and then proceed with your presentation
 - D. discontinue the meeting and set up personal interviews with the staff members to try to find out the reason for their attitude

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5. In order to start the training of a new employee, it has been a standard practice to have him read a manual of instructions or procedures. This method is currently being replaced by the _____ method. 5. _____
- A. audio-visual
B. conference
C. lecture
D. programmed instruction
6. Of the following subjects, the *one* that can usually be *successfully* taught by a first-line supervisor who is training his subordinates is: 6. _____
- A. Theory and philosophy of management
B. Human relations
C. Responsibilities of a supervisor
D. Job skills
7. Assume that as a supervisor you are training a clerk who is experiencing difficulty learning a new task. Which *one* of the following would be the LEAST effective approach to take when trying to solve this problem? To 7. _____
- A. ask questions which will reveal the clerk's understanding of the task
B. take a different approach in explaining the task
C. give the clerk an opportunity to ask questions about the task
D. make sure the clerk knows you are watching his work closely
8. One school of management and supervision involves participation by employees in the setting of group goals and in the sharing of responsibility for the operation of the unit. If this philosophy were applied to a unit consisting of professional and clerical personnel, one should expect 8. _____
- A. the professional and clerical personnel to participate with equal effectiveness in operating areas and policy areas
B. the professional personnel to participate with greater effectiveness than the clerical personnel in policy areas
C. the clerical personnel to participate with greater effectiveness than the professional personnel in operating areas
D. greater participation by clerical personnel but with less responsibility for their actions
9. With regard to productivity, high morale among employees *generally* indicates a 9. _____
- A. history of high productivity
B. nearly absolute positive correlation with high productivity
C. predisposition to be productive under facilitating leadership and circumstances
D. complacency which has little effect on productivity
10. Assume that you are going to organize the professionals and clerks under your supervision into work groups or teams of two or three employees. Of the following, the step which is LEAST likely to foster the successful development of each group is to 10. _____
- A. allow friends to work together in the group
B. provide special help and attention to employees with no friends in their group
C. frequently switch employees from group to group
D. rotate jobs within the group in order to strengthen group identification

11. Following are four statements which might be made by an employee to his supervisor during a performance evaluation interview. Which of the statements BEST provides a basis for developing a plan to improve the employee's performance? 11. _____
- A. *I understand that you are dissatisfied with my work and I will try harder in the future.*
 - B. *I feel that I've been making too many careless clerical errors recently.*
 - C. *I am aware that I will be subject to disciplinary action if my work does not improve within one month.*
 - D. *I understand that this interview is simply a requirement of your job, and not a personal attack on me.*
12. Three months ago, Mr. Smith and his supervisor, Mrs. Jones, developed a plan which was intended to correct Mr. Smith's inadequate job performance. Now, during a follow-up interview, Mr. Smith, who thought his performance had satisfactorily improved, has been informed that Mrs. Jones is still dissatisfied with his work. Of the following, it is *most likely* that the disagreement occurred because, when formulating the plan, they did NOT 12. _____
- A. set realistic goals for Mr. Smith's performance
 - B. set a reasonable time limit for Mr. Smith to effect his improvement in performance
 - C. provide for adequate training to improve Mr. Smith's skills
 - D. establish performance standards for measuring Mr. Smith's progress
13. When a supervisor delegates authority to subordinates, there are usually many problems to overcome, such as inadequately trained subordinates and poor planning. All of the following are means of increasing the effectiveness of delegation EXCEPT: 13. _____
- A. Defining assignments in the light of results expected
 - B. Maintaining open lines of communication
 - C. Establishing tight controls so that subordinates will stay within the bounds of the area of delegation
 - D. Providing rewards for successful assumption of authority by a subordinate
14. Assume that one of your subordinates has arrived late for work several times during the current month. The last time he was late you had warned him that another unexcused lateness would result in formal disciplinary action. If the employee arrives late for work again during this month, the FIRST action you should take is to 14. _____
- A. give the employee a chance to explain this lateness
 - B. give the employee a written copy of your warning
 - C. tell the employee that you are recommending formal disciplinary action
 - D. tell the employee that you will give him only one more chance before recommending formal disciplinary action

TEST 2

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. Research studies have shown that supervisors of groups with high production records
USUALLY 1. _____
 - A. give detailed instructions, constantly check on progress, and insist on approval of all decisions before implementation
 - B. do considerable paperwork and other work similar to that performed by subordinates
 - C. think of themselves as team members on the same level as others in the work group
 - D. perform tasks traditionally associated with managerial functions

2. Mr. Smith, a bureau chief, is summoned by his agency's head in a conference to discuss Mr. Jones, an accountant who works in one of the divisions of his bureau. Mr. Jones has committed an error of such magnitude as to arouse the agency head's concern. After agreeing with the other conferees that a severe reprimand would be the appropriate punishment, Mr. Smith should 2. _____
 - A. arrange for Mr. Jones to explain the reasons for his error to the agency head
 - B. send a memorandum to Mr. Jones, being careful that the language emphasizes the nature of the error rather than Mr. Jones' personal faults
 - C. inform Mr. Jones' immediate supervisor of the conclusion reached at the conference, and let the supervisor take the necessary action
 - D. suggest to the agency head that no additional action be taken against Mr. Jones because no further damage will be caused by the error

3. Assume that Ms. Thomson, a unit chief, has determined that the findings of an internal audit have been seriously distorted as a result of careless errors. The audit had been performed by a group of auditors in her unit and the errors were overlooked by the associate accountant in charge of the audit. Ms. Thomson has decided to delay discussing the matter with the associate accountant and the staff who performed the audit until she verifies certain details, which may require prolonged investigation. Ms. Thomson's method of handling this situation is 3. _____
 - A. *appropriate*; employees should not be accused of wrongdoing until all the facts have been determined
 - B. *inappropriate*; the employees involved may assume that the errors were considered unimportant
 - C. *appropriate*; employees are more likely to change their behavior as a result of disciplinary action taken after a *cooling off* period
 - D. *inappropriate*; the employees involved may have forgotten the details and become emotionally upset when confronted with the facts

4. After studying the financial situation in his agency, an administrative accountant decides to recommend centralization of certain accounting functions which are being performed in three different bureaus of the organization. 4. _____
The one of the following which is *most likely* to be a DISADVANTAGE if this recommendation is implemented is that
- A. there may be less coordination of the accounting procedure because central direction is not so close to the day-to-day problems as the personnel handling them in each specialized accounting unit
 - B. the higher management levels would not be able to make emergency decisions in as timely a manner as the more involved, lower-level administrators who are closer to the problem
 - C. it is more difficult to focus the attention of the top management in order to resolve accounting problems because of the many other activities top management is involved in at the same time
 - D. the accuracy of upward and inter-unit communication may be reduced because centralization may require insertion of more levels of administration in the chain of command
5. Of the following assumptions about the role of conflict in an organization, the *one* which is the MOST accurate statement of the approach of modern management theorists is that conflict 5. _____
- A. can usually be avoided or controlled
 - B. serves as a vital element in organizational change
 - C. works against attainment of organizational goals
 - D. provides a constructive outlet for problem employees
6. Which of the following is generally regarded as the BEST approach for a supervisor to follow in handling grievances brought by subordinates? 6. _____
- A. Avoid becoming involved personally
 - B. Involve the union representative in the first stage of discussion
 - C. Settle the grievance as soon as possible
 - D. Arrange for arbitration by a third party
7. Assume that supervisors of similar-sized accounting units in city, state, and federal offices were interviewed and observed at their work. It was found that the ways they acted in and viewed their roles tended to be very similar, regardless of who employed them. 7. _____
Which of the following is the BEST explanation of this similarity?
- A. A supervisor will ordinarily behave in conformance to his own self-image
 - B. Each role in an organization, including the supervisory role, calls for a distinct type of personality
 - C. The supervisory role reflects an exceptionally complex pattern of human response
 - D. The general nature of the duties and responsibilities of the supervisory position determines the role

8. Which of the following is NOT consistent with the findings of recent research about the characteristics of successful top managers? 8. _____
- A. They are *inner-directed* and not overly concerned with pleasing others
 - B. They are challenged by situations filled with high risk and ambiguity
 - C. They tend to stay on the same job for long periods of time
 - D. They consider it more important to handle critical assignments successfully than to do routine work well
9. As a supervisor you have to give subordinate operational guidelines. Of the following, the BEST reason for providing them with information about the overall objectives within which their operations fit is that the subordinates will 9. _____
- A. be more likely to carry out the operation according to your expectations
 - B. know that there is a legitimate reason for carrying out the operation in the way you have prescribed
 - C. be more likely to handle unanticipated problems that may arise without having to take up your time
 - D. more likely to transmit the operating instructions correctly to their subordinates
10. A supervisor holds frequent meetings with his staff. Of the following, the BEST approach he can take in order to elicit productive discussions at these meetings is for him to 10. _____
- A. ask questions of those who attend
 - B. include several levels of supervisors at the meetings
 - C. hold the meetings at a specified time each week
 - D. begin each meeting with a statement that discussion is welcomed
11. Of the following, the MOST important action that a supervisor can take to increase the productivity of a subordinate is to 11. _____
- A. increase his uninterrupted work time
 - B. increase the number of reproducing machines available in the office
 - C. provide clerical assistance whenever he requests it
 - D. reduce the number of his assigned tasks
12. Assume that, as a supervisor, you find that you often must countermand or modify your original staff memos. If this practice continues, *which one* of the following situations is MOST likely to occur? The 12. _____
- A. staff will not bother to read your memos
 - B. office files will become cluttered
 - C. staff will delay acting on your memos
 - D. memos will be treated routinely
13. In making management decisions the committee approach is often used by managers. Of the following, the BEST reason for using this approach is to 13. _____
- A. prevent any one individual from assuming too much authority
 - B. allow the manager to bring a wider range of experience and judgment to bear on the problem
 - C. allow the participation of all staff members, which will make them feel more committed to the decisions reached
 - D. permit the rapid transmission of information about decisions reached to the staff members concerned

14. In establishing standards for the measurement of the performance of a management project team, it is MOST important for the project manager to 14. _____
- A. identify and define the objectives of the project
 - B. determine the number of people who will be assigned to the project team
 - C. evaluate the skills of the staff who will be assigned to the project team
 - D. estimate fairly accurately the length of time required to complete each phase of the project
15. It is virtually impossible to tell an employee either that he is not so good as another employee or that he does not measure up to a desirable level of performance, without having him feel threatened, rejected, and discouraged. 15. _____
- In accordance with the foregoing observation, a supervisor who is concerned about the performance of the less efficient members of his staff should realize that
- A. he might obtain better results by not discussing the quality and quantity of their work with them, but by relying instead on the written evaluation of their performance to motivate their improvement
 - B. since he is required to discuss their performance with them, he should do so in words of encouragement and in so friendly a manner as to not destroy their morale
 - C. he might discuss their work in a general way, without mentioning any of the specifics about the quality of their performance, with the expectation that they would understand the full implications of his talk
 - D. he should make it a point, while telling them of their poor performance, to mention that their work is as good as that of some of the other employees in the unit
16. Some advocates of management-by-objectives procedures in public agencies have been urging that this method of operations be expanded to encompass all agencies of the government, for one or more of the following reasons, not all of which may be correct: 16. _____
- I. The MBO method is likely to succeed because it embraces the practice of setting near-term goals for the subordinate manager, reviewing accomplishments at an appropriate time, and repeating this process indefinitely
 - II. Provision for authority to perform the tasks assigned as goals in the MBO method is normally not needed because targets are set in quantitative or qualitative terms and specific times for accomplishment are arranged in short-term, repetitive intervals
 - III. Many other appraisal-of-performance programs failed because both supervisors and subordinates resisted them, while the MBO approach is not instituted until there is an organizational commitment to it
 - IV. Personal accountability is clearly established through the MBO approach because verifiable results are set up in the process of formulating the targets
- Which of the choices below includes ALL of the foregoing statements that are CORRECT?
- A. I and III
 - B. II and IV
 - C. I, II, III, IV
 - D. I, III, IV

17. In preparing an organizational structure, the PRINCIPAL guideline for locating staff units is to place them 17. _____
- A. all under a common supervisor
 - B. as close as possible to the activities they serve
 - C. as close to the chief executive as possible without over-extending his span of control
 - D. at the lowest operational level
18. The relative importance of any unit in a department can be LEAST reliably judged by the 18. _____
- A. amount of office space allocated to the unit
 - B. number of employees in the unit
 - C. rank of the individual who heads the unit
 - D. rank of the individual to whom the unit head reports directly
19. Those who favor Planning-Programming-Budgeting Systems (PPBS) as a new method of governmental financial administration emphasize that PPBS 19. _____
- A. applies statistical measurements which correlate highly with criteria
 - B. makes possible economic systems analysis, including an explicit examination of alternatives
 - C. makes available scarce government resources which can be coordinated on a government-wide basis and shared between local units of government
 - D. shifts the emphasis in budgeting methods to an automated system of data processing
20. The term applied to computer processing which processes data concurrently with a given activity and provides results soon enough to influence the selection of a course of action is 20. _____
- A. realtime processing
 - B. batch processing
 - C. random access processing
 - D. integrated data processing

KEY (CORRECT ANSWERS)

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