

EXAMINATION SECTION

TEST 1 D

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 is LEAST likely to be an area or cause of trouble in the use of staff personnel? 1. _____
 - A. Misunderstanding of the role the staff personnel are supposed to play as a result of vagueness of definition of their duties and authority
 - B. Tendency of staff personnel almost always to be older than line personnel at comparable salary levels with whom they must deal
 - C. Selection of staff personnel who fail to have simultaneously both competence in their specialities and skill in staff work
 - D. The staff person fails to understand mixed staff and operating duties
2. Which of the following is generally NOT a valid statement with respect to the supervisory process? 2. _____
 - A. General supervision is more effective than close supervision.
 - B. Employee-centered supervisors lead more effectively than do production-centered supervisors.
 - C. Employee satisfaction is directly related to productivity.
 - D. Low-producing supervisors use techniques that are different from high-producing supervisors.
3. Which of the following is the MOST essential element for proper evaluation of the performance of subordinate supervisors? 3. _____
 - A. Careful definition of each supervisor's specific job responsibilities and of his progress in meeting mutually agreed upon work goals
 - B. System of rewards and penalties based on each supervisor's progress in meeting clearly defined performance standards
 - C. Definition of personality traits, such as industry, initiative, dependability, and cooperativeness, required for effective job performance
 - D. Breakdown of each supervisor's job into separate components and a rating of his performance on each individual task
4. The PRINCIPAL advantage of specialization for the operating efficiency of a public service agency is that specialization 4. _____
 - A. reduces the amount of red tape in coordinating the activities of mutually dependent departments
 - B. simplifies the problem of developing adequate job controls
 - C. provides employees with a clear understanding of the relationship of their activities to the overall objectives of the agency
 - D. reduces destructive competition for power between departments

5. A list of conditions which encourages good morale inside a work group would NOT include a 5. _____
 - A. high rate of agreement among group members on values and objectives
 - B. tight control system to minimize the risk of individual error
 - C. good possibility that joint action will accomplish goals
 - D. past history of successful group accomplishment

6. Of the following, the MOST important factor to be considered in selecting a training strategy or program is the 6. _____
 - A. requirements of the job to be performed by the trainees
 - B. educational level or prior training of the trainees
 - C. size of the training group
 - D. quality and competence of available training specialists

7. Of the following, the one which is considered to be LEAST characteristic of the higher ranks of management is 7. _____
 - A. that higher levels of management benefit from modern technology
 - B. that success is measured by the extent to which objectives are achieved
 - C. the number of subordinates that directly report to a manager
 - D. the de-emphasis of individual and specialized performance

8. Assume that a manager is preparing a training syllabus to be used in training members of her staff. 8. _____
 Which of the following would NOT be a valid principle of the learning process to consider when preparing this training syllabus?
 - A. When a person has thoroughly learned a task, it takes a lot of effort to create a little more improvement.
 - B. In complicated learning situations, there is a period in which an additional period of practice produces an equal amount of improvement in learning.
 - C. The less a person knows about the task, the slower the initial progress.
 - D. The more a person knows about the task, the slower the initial progress.

9. Which statement BEST illustrates when collective bargaining agreements are working well? 9. _____
 - A. Executives strongly support subordinate managers.
 - B. The management rights clause in the contract is clear and enforced.
 - C. Contract provisions are competently interpreted.
 - D. The provisions of the agreement are properly interpreted, communicated, and observed.

10. An executive who wishes to encourage subordinates to communicate freely with him about a job-related problem should FIRST 10. _____
- A. state his own position on the problem before listening to the subordinates' ideas
 - B. invite subordinates to give their own opinions on the problem
 - C. ask subordinates for their reactions to his own ideas about the problem
 - D. guard the confidentiality of management information about the problem
11. The ability to deal constructively with intra-organizational conflict is an essential attribute of the successful manager. 11. _____
The one of the following types of conflict which would be LEAST difficult to handle constructively is a situation in which there is
- A. agreement on objectives, but disagreement as to the probable results of adopting the various alternatives
 - B. agreement on objectives, disagreement on alternative courses of action, and relative certainty as to the outcome of one of the alternatives
 - C. disagreement on objectives and on alternative courses of action, and relative certainty as to the outcome of one of the alternatives
 - D. disagreement on objectives and on alternative courses of action, but uncertainty as to the outcome of the alternatives
12. Which of the following actions does NOT belong in a properly conducted grievance handling process? 12. _____
- A. Gathering relevant information on why the grievance arose
 - B. Formulating a personal judgment about the fairness or unfairness of the grievance at the time the grievance is presented
 - C. Establishing tentative answers to the grievance
 - D. Following up to see whether the solution has eliminated the difficulty
13. Grievances are generally defined as complaints expressed over work-related matters. 13. _____
Which one of the following is MOST important for managers to be aware of in connection with this definition?
The
- A. fact that the definition fails to separate the subject of the grievance from the attitude of the grievant
 - B. fact that anything in the organization may be the source of the grievance
 - C. need to assume that dissatisfied people have adverse effects on productivity
 - D. implication that management should be concerned about expressed grievances and unconcerned about unexpressed grievances

14. In carrying out disciplinary action, the MOST important procedure for all managers to follow is to 14. _____
- A. convince all levels of management on the need for discipline from the organization's viewpoint
 - B. follow up on a disciplinary action and not assume that the action has been effective
 - C. convince all executives that proper discipline is a legitimate tool for their use
 - D. convince all executives that they need to display confidence in the organization's rules
15. Assume that an employee under your supervision is acquitted in court of criminal charges arising out of his employment. 15. _____
Of the following statements concerning disciplinary action, which is MOST NEARLY correct?
- A. Disciplinary proceedings against the employee may not be held for the same offenses on which he was tried and acquitted.
 - B. In a disciplinary action, the acquittal dispenses with the requirement that the employee be advised as to his constitutional rights.
 - C. Civil Rights Law Section 79 prohibits the taking of any further punitive action by an employer if the offense did not involve official corruption.
 - D. It is possible for the employee to be found guilty of the same offense when tried in a departmental hearing.
16. Work rules can be an effective tool in the process of personnel management. 16. _____
The BEST practical definition for work rules is that they are
- A. minimum standards of conduct or performance that apply to individuals or groups at work in an organization
 - B. prescriptions that serve to specialize employee behavior
 - C. predetermined decisions about disciplinary action
 - D. the major determinant of an organization's climate and the morale of its workforce

Questions 17-18

DIRECTIONS: Questions 17 and 18 pertain to identification of words that are incorrectly used because they are not in keeping with the meaning of the quotation. In answering each question, the first step is to read the passage and identify the incorrectly used word, and then select the word which, when substituted, BEST serves to convey the meaning of the quotation.

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DIRECTIONS: Questions 19 through 21 are to be answered SOLELY on the basis of the following situation.

Output forecasts had been handed down from the top without prior consultation with middle management and first level supervision. Lines of authority and responsibility had been unclear. The planning and control process should be decentralized.

After receiving Foley's decision, the middle managers proceeded to delegate to the first-line supervisors the authority to establish their own quotas. The middle managers eventually received and combined the first-line supervisors' quotas so that these conformed to Foley's.

19. Foley's decision to delegate responsibility for meeting quotas to the middle managers is inconsistent with sound management principles because 19.____
- A. Foley should not have involved himself in the first place
 - B. middle managers do not have the necessary skills
 - C. quotas should be established by the chief executive
 - D. responsibility should not be delegated
20. The principle of co-extensiveness of responsibility and authority bears on Foley's decision. 20.____
In this case, it implies that
- A. authority should exceed responsibility
 - B. authority should be delegated to match the degree of responsibility
 - C. both authority and responsibility should be retained and not delegated
 - D. responsibility should be delegated, but authority should be retained
21. The middle managers' decision to delegate to the first-line supervisors the authority to establish quotas was INCORRECTLY reasoned because 21.____
- A. delegation and control must go together
 - B. first-line supervisors are in no position to establish quotas
 - C. one cannot delegate authority
 - D. the meeting of quotas should not be delegated
22. If one attempts to list the advantages of the management-by-exception principle as it is used in connection with the budgeting process, several distinct advantages could be cited. —
Which of the following is NOT an advantage of this principle as it applies to the budgeting process?
- Management-by-exception
- A. saves time
 - B. identifies critical problem areas
 - C. focuses attention and concentrates effort
 - D. escalates the frequency and importance of budget-related decisions
23. The MOST accurate description of a budget is that 23.____
- A. a budget is made up by an organization to plan its future activities
 - B. a budget specifies in dollars and cents how much is spent in a particular time period
 - C. a budget specifies how much the organization to which it relates estimates it will spend over a certain period of time
 - D. all plans dealing with money are budgets

24. Of the following, the one which is NOT a contribution that a budget makes to organizational programming is that a budget

24. _____

- A. enables a comparison of what actually happened with what was expected
- B. stresses the need to forecast specific goals and eliminates the need to focus on tasks needed to accomplish goals
- C. may illustrate duplication of effort between interdependent activities
- D. shows the relationship between various organizational segments

25. A line-item budget is a good control budget because

25. _____

- A. it clearly specifies how the items being purchased will be used
- B. expenditures can be shown primarily for contractual services
- C. it clearly specifies what the money is buying
- D. it clearly specifies the services to be provided

KEY (CORRECT ANSWERS)

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

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. The insights of Chester I. Barnard have influenced the development of management thought in significant ways. He is MOST closely identified with a position that has become known as the 1. _____
 - A. acceptance theory of authority
 - B. principle of the manager's or executive's span of control
 - C. *Theory X* and *Theory Y* dichotomy
 - D. unit of command principle

2. Certain conditions should exist to insure that a subordinate will decide to accept a communication as being authoritative. 2. _____

Which of the following is LEAST valid as a condition which should exist?

 - A. The subordinate understands the communication.
 - B. At the time of the subordinate's decision, he views the communication as consistent with the organization's purpose and his personal interest.
 - C. At the time of the subordinate's decision, he views the communication as more consistent with his personal purposes than with the organization's interest.
 - D. The subordinate is mentally and physically able to comply with the communication.

3. In exploring the effects that employee participation has on implementing changes in work methods, certain relationships have been established between participation and productivity. 3. _____

It has MOST generally been found that highest productivity occurs in groups provided with

 - A. participation in the process of change only through representatives of their group
 - B. no participation in the change process
 - C. full participation in the change process
 - D. intermittent participation in the process of change

4. The trend LEAST likely to occur in the area of employee-management relations is that 4. _____
 - A. employees will exert more influence on decisions affecting their interests
 - B. technological change will have a stronger impact on organizations' human resources
 - C. labor will judge management according to company profits
 - D. government will play a larger role in balancing the interests of the parties in labor-management affairs