

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. A danger which exists in any organization as complex as that required for administration of a large city is that each department comes to believe that it exists for its own sake. The one of the following which has been attempted in some organizations as a cure for this condition is to 1. _____
 - A. build up the departmental esprit de corps
 - B. expand the functions and jurisdictions of the various departments so that better integration is possible
 - C. develop a body of specialists in the various subject matter fields which cut across departmental lines
 - D. delegate authority to the lowest possible echelon
 - E. systematically transfer administrative personnel from one department to another
2. At best, the organization chart is ordinarily and necessarily an idealized picture of the intent of top management, a reflection of hopes and aims rather than a photograph of the operating facts within the organization. 2. _____

The one of the following which is the **BASIC** reason for this is that the organization chart

 - A. does not show the flow of work within the organization
 - B. speaks in terms of positions rather than of live employees
 - C. frequently contains unresolved internal ambiguities
 - D. is a record of past organization or of proposed future organization and never a photograph of the living organization
 - E. does not label the jurisdiction assigned to each component unit
3. The drag of inadequacy is always downward. The need in administration is always for the reverse; for a department head to project his thinking to the city level, for the unit chief to try to see the problems of the department. 3. _____

The inability of a city administration to recruit administrators who can satisfy this need usually results in departments characterized by

A. disorganization	B. poor supervision
C. circumscribed viewpoints	D. poor public relations
E. a lack of programs	
4. When as a result of a shift in public sentiment, the elective officers of a city are changed, is it desirable for career administrators to shift ground without performing any illegal or dishonest act in order to conform to the policies of the new elective officers? 4. _____
 - A. No; the opinions and beliefs of the career officials are the result of long experience in administration and are more reliable than those of politicians
 - B. Yes; only in this way can citizens, political officials and career administrators alike have confidence in the performance of their respective functions

- C. *No*; a top career official who is so spineless as to change his views or procedures as a result of public opinion is of little value to the public service
 - D. *Yes*; legal or illegal, it is necessary that a city employee carry out the orders of his superior officers
 - E. *No*; shifting ground with every change in administration will preclude the use of a constant overall policy
5. Participation in developing plans which will affect levels in the organization in addition to his own, will contribute to an individual's understanding of the entire system. When possible, this should be encouraged. 5. _____
- This policy is, in general,
- A. *desirable*; the maintenance of any organization depends upon individual understanding
 - B. *undesirable*; employees should participate only in those activities which affect their own level, otherwise conflicts in authority may arise
 - C. *desirable*; an employee's will to contribute to the maintenance of an organization depends to a great extent on the level which he occupies
 - D. *undesirable*; employees can be trained more efficiently and economically in an organized training program than by participating in plan development
 - E. *desirable*; it will enable the employee to make intelligent suggestions for adjustment of the plan in the future
6. Constant study should be made of the information contained in reports to isolate those elements of experience which are static, those which are variable and repetitive, and those which are variable and due to chance. 6. _____
- Knowledge of those elements of experience in his organization which are static or constant will enable the operating official to
- A. fix responsibility for their supervision at a lower level
 - B. revise the procedure in order to make the elements variable
 - C. arrange for follow-up and periodic adjustment
 - D. bring related data together
 - E. provide a frame of reference within which detailed standards for measurement can be installed
7. A chief staff officer, serving as one of the immediate advisors to the department head, has demonstrated a special capacity for achieving internal agreements and for sound judgment. As a result he has been used more and more as a source of counsel and assistance by the department head. Other staff officers and line officials as well have discovered that it is wise for them to check with this colleague in advance on all problematical matters handed up to the department head. 7. _____
- Developments such as this are
- A. *undesirable*; they disrupt the normal lines for flow of work in an organization
 - B. *desirable*; they allow an organization to make the most of its strength wherever such strength resides
 - C. *undesirable*; they tend to undermine the authority of the department head and put it in the hands of a staff officer who does not have the responsibility
 - D. *desirable*; they tend to resolve internal ambiguities in organization
 - E. *undesirable*; they make for bad morale by causing *cut throat* competition

8. A common difference among executives is that some are not content unless they are out in front in everything that concerns their organization, while others prefer to run things by pulling strings, by putting others out in front and by stepping into the breach only when necessary. 8. _____
 Generally speaking, an advantage this latter method of operation has over the former is that it
- A. results in a higher level of morale over a sustained period of time
 - B. gets results by exhortation and direct stimulus
 - C. makes it unnecessary to calculate integrated moves
 - D. makes the personality of the executive felt further down the line
 - E. results in the executive getting the reputation for being a good fellow
9. Administrators frequently have to get facts by interviewing people. Although the interview is a legitimate fact gathering technique, it has definite limitations which should not be overlooked. 9. _____
 The one of the following which is an important limitation is that
- A. people who are interviewed frequently answer questions with guesses rather than admit their ignorance
 - B. it is a poor way to discover the general attitude and thinking of supervisors interviewed
 - C. people sometimes hesitate to give information during an interview which they will submit in written form
 - D. it is a poor way to discover how well employees understand departmental policies
 - E. the material obtained from the interview can usually be obtained at lower cost from existing records
10. It is desirable and advantageous to leave a maximum measure of planning responsibility to operating agencies or units, rather than to remove the responsibility to a central planning staff agency. 10. _____
 Adoption of the former policy (decentralized planning) would lead to
- A. *less* effective planning; operating personnel do not have the time to make long-term plans
 - B. *more* effective planning; operating units are usually better equipped technically than any staff agency and consequently are in a better position to set up valid plans
 - C. *less* effective planning; a central planning agency has a more objective point of view than any operating agency can achieve
 - D. *more* effective planning; plans are conceived in terms of the existing situation and their execution is carried out with the will to succeed
 - E. *less* effective planning; there is little or no opportunity to check deviation from plans in the proposed set-up

Questions 11-15.

DIRECTIONS: The following sections appeared in a report on the work production of two bureaus of a department.

Base your answer to questions 11 through 15 on this information.

Throughout the report, assume that each month has 4 weeks.

Each of the two bureaus maintains a chronological file. In Bureau A, every 9 months on the average, this material fills a standard legal size file cabinet sufficient for 12,000 work units. In Bureau B, the same type of cabinet is filled in 18 months. Each bureau maintains three complete years of information plus a current file. When the current file cabinet is filled, the cabinet containing the oldest material is emptied, the contents disposed of and the cabinet used for current material. The similarity of these operations makes it possible to consolidate these files with little effort.

Study of the practice of using typists as filing clerks for periods when there is no typing work showed (1) Bureau A has for the past 6 months completed a total of 1500 filing work units a week using on the average 200 man-hours of trained file clerk time and 20 man-hours of typist time (2) Bureau B has in the same period completed a total of 2000 filing work units a week using on the average 125 man-hours of trained file clerk time and 60 hours of typist time. This includes all work in chronological files. Assuming that all clerks work at the same speed and that all typists work at the same speed, this indicates that work other than filing should be found for typists or that they should be given some training in the filing procedures used... It should be noted that Bureau A has not been producing the 1,600 units of technical (not filing) work per 30 day period required by Schedule K, but is at present 200 units behind. The Bureau should be allowed 3 working days to get on schedule.

11. What percentage (approximate) of the total number of filing work units completed in both units consists of the work involved in the maintenance of the chronological files? 11. _____
 A. 5% B. 10% C. 15% D. 20% E. 25%
12. If the two chronological files are consolidated, the number of months which should be allowed for filling a cabinet is 12. _____
 A. 2 B. 4 C. 6 D. 8 E. 14
13. The MAXIMUM number of file cabinets which can be released for other uses as a result of the consolidation recommended is 13. _____
 A. 0 B. 1 C. 2 D. 3
 E. not determinable on the basis of the data given
14. If all the filing work for both units is consolidated without any diminution in the amount to be done and all filing work is done by trained file clerks, the number of clerks required (35-hour work week) is 14. _____
 A. 4 B. 5 C. 6 D. 7 E. 8
15. In order to comply with the recommendation with respect to Schedule K, the present work production of Bureau A must be increased by 15. _____
 A. 50% B. 100% C. 150% D. 200%
 E. an amount which is not determinable on the basis of the data given

16. A certain training program during World War II resulted in training of thousands of supervisors in industry. The methods of this program were later successfully applied in various governmental agencies. The program was based upon the assumption that there is an irreducible minimum of three supervisory skills. The one of these skills among the following is 16. _____
- A. to know how to perform the job at hand well
 - B. to be able to deal personally with workers, especially face to face
 - C. to be able to imbue workers with the will to perform the job well
 - D. to know the kind of work that is done by one's unit and the policies and procedures of one's agency
 - E. the "know-how" of administrative and supervisory processes
17. A comment made by an employee about a training course was, *We never have any idea how we are getting along in that course.* The fundamental error in training methods to which this criticism points is 17. _____
- A. insufficient student participation
 - B. failure to develop a feeling of need or active want for the material being presented
 - C. the training sessions may be too long
 - D. no attempt may have been made to connect the new material with what was already known
 - E. no goals have been set for the students
18. Assume that you are attending a departmental conference on efficiency ratings at which it is proposed that a man-to-man rating scale be introduced. You should point out that, of the following, the CHIEF weakness of the man-to-man rating scale is that 18. _____
- A. it involves abstract numbers rather than concrete employee characteristics
 - B. judges are unable to select their own standards for comparison
 - C. the standard for comparison shifts from man to man for each person rated
 - D. not every person rated is given the opportunity to serve as a standard for comparison
 - E. standards for comparison will vary from judge to judge
19. Assume that you are conferring with a supervisor who has assigned to his subordinates efficiency ratings which you believe to be generally too low. The supervisor argues that his ratings are generally low because his subordinates are generally inferior. Of the following, the evidence MOST relevant to the point at issue can be secured by comparing efficiency ratings assigned by this supervisor 19. _____
- A. with ratings assigned by other supervisors in the same agency
 - B. this year with ratings assigned by him in previous years
 - C. to men recently transferred to his unit with ratings previously earned by these men
 - D. with the general city average of ratings assigned by all supervisors to all employees
 - E. with the relative order of merit of his employees as determined independently by promotion test marks

20. The one of the following which is NOT among the most common of the compensable factors used in wage evaluation studies is 20. _____
- A. initiative and ingenuity required
 - B. physical demand
 - C. responsibility for the safety of others
 - D. working conditions
 - E. presence of avoidable hazards
21. If independent functions are separated, there is an immediate gain in conserving special skills. If we are to make optimum use of the abilities of our employees, these skills must be conserved. 21. _____
- Assuming the correctness of this statement, it follows that
- A. if we are not making optimum use of employee abilities, independent functions have not been separated
 - B. we are making optimum use of employee abilities if we conserve special skills
 - C. we are making optimum use of employee abilities if independent functions have been separated
 - D. we are not making optimum use of employee abilities if we do not conserve special skills
 - E. if special skills are being conserved, independent functions need not be separated
22. A reorganization of the bureau to provide for a stenographic pool instead of individual unit stenographers will result in more stenographic help being available to each unit when it is required, and consequently will result in greater productivity for each unit. An analysis of the space requirements shows that setting up a stenographic pool will require a minimum of 400 square feet of good space. In order to obtain this space, it will be necessary to reduce the space available for technical personnel, resulting in lesser productivity for each unit. 22. _____
- On the basis of the above discussion, it can be stated that in order to obtain greater productivity for each unit
- A. a stenographic pool should be set up
 - B. further analysis of the space requirement should be made
 - C. it is not certain as to whether or not a stenographic pool should be set up
 - D. the space available for each technician should be increased in order to compensate for the absence of a stenographic pool
 - E. a stenographic pool should not be set up
23. The adoption of a single consolidated form will mean that most of the form will not be used in any one operation. This would create waste and confusion. 23. _____
- This conclusion is based upon the unstated hypothesis that
- A. if waste and confusion are to be avoided, a single consolidated form should be used
 - B. if a single consolidated form is constructed, most of it can be used in each operation
 - C. if waste and confusion are to be avoided, most of the form employed should be used
 - D. most of a single consolidated form is not used
 - E. a single consolidated form should not be used

24. Assume that you are studying the results of mechanizing several hand operations. The type of data which would be MOST useful in proving that an increase in mechanization is followed by a lower cost of operation is data which show that in 24. _____
- A. some cases a lower cost of operation was not preceded by an increase in mechanization
 - B. no case was a higher cost of operation preceded by a decrease in mechanization
 - C. some cases a lower cost of operation was preceded by a decrease in mechanization
 - D. no case was a higher cost of operation preceded by an increase in mechanization
 - E. some cases an increase in mechanization was followed by a decrease in cost of operation
25. The type of data which would be MOST useful in determining if an increase in the length of rest periods is followed by an increased rate of production is data which would indicate that 25. _____
- A. *decrease* in the total production never follows an increase in the length of the rest period
 - B. *increase* in the total production never follows an increase in the length of the rest period
 - C. *increase* in the rate of production never follows a decrease in the length of the rest period
 - D. *decrease* in the total production may follow a decrease in the length of the rest period
 - E. *increase* in the total production sometimes follows an increase in the length of the rest period
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KEY (CORRECT ANSWERS)

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