

TEST 2 *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. Of the following, the *BEST* way for a supervisor to increase employees' interest in their work is to 1.____
 - A. allow them to make as many decisions as possible
 - B. demonstrate to them that he is as technically competent as they
 - C. give each employee a difficult assignment
 - D. promptly convey to them instructions from higher management
2. The *one* of the following which is *LEAST* important in maintaining a high level of productivity on the part of employees is the 2.____
 - A. provision of optimum physical working conditions for employees
 - B. strength of employees' aspirations for promotion
 - C. anticipated satisfactions which employees hope to derive from their work
 - D. employees' interest in their jobs
3. Of the following, the *MAJOR* advantage of group problem-solving, as compared to individual problem-solving, is that groups will *more readily* 3.____
 - A. abide by their own decisions
 - B. agree with agency management
 - C. devise new policies and procedures
 - D. reach conclusions sooner
4. The group problem-solving conference is a useful supervisory method for getting people to reach solutions to problems. 4.____

Of the following the *reason* that groups usually reach more realistic solutions than do individuals is that

 - A. individuals, as a rule, take longer than do groups in reaching decisions and are therefore more likely to make an error
 - B. bringing people together to let them confer impresses participants with the seriousness of problems
 - C. groups are generally more concerned with the future in evaluating organizational problems
 - D. the erroneous opinions of group members tend to be corrected by the other members
5. A competent supervisor should be able to distinguish between human and technical problems. 5.____

Of the following, the *MAJOR* difference between such problems is that serious human problems, in comparison to ordinary technical problems,

 - A. are remedied more quickly
 - B. involve a lesser need for diagnosis
 - C. are more difficult to define
 - D. become known through indications which are usually the actual problem

6. Of the following, the *BEST* justification for a public agency establishing an alcoholism program for its employees is that 6. _____
- A. alcoholism has traditionally been looked upon with a certain amused tolerance by management and thereby ignored as a serious illness
 - B. employees with drinking problems have twice as many on-the-job accidents, especially during the early years of the problem
 - C. excessive use of alcohol is associated with personality instability hindering informal social relationships among peers and subordinates
 - D. the agency's public reputation will suffer despite an employee's drinking problem being a personal matter of little public concern
7. Assume you are a manager and you find a group of maintenance employees assigned to your project drinking and playing cards for money in an incinerator room after their regular working hours. 7. _____
- The one of the following actions it would be *BEST* for you to take is to
- A. suspend all employees immediately if there is no question in your mind as to the validity of the charges
 - B. review the personnel records of those involved with the supervisor and make a joint decision on which employees should sustain penalties of loss of annual leave or fines
 - C. ask the supervisor to interview each violator and submit written reports to you and thereafter consult with the supervisor about disciplinary actions
 - D. deduct three days of annual leave from each employee involved if he pleads guilty in lieu of facing more serious charges
8. Assume that as a manager you must discipline a subordinate, but all of the pertinent facts necessary for a full determination of the appropriate disciplinary action to take are not yet available. However, you fear that a delay in disciplinary action may damage the morale of other employees. 8. _____
- The one of the following which is *MOST* appropriate for you to do in this matter is to
- A. take immediate disciplinary action as if all the pertinent facts were available
 - B. wait until all the pertinent facts are available before reaching a decision
 - C. inform the subordinate that you know he is guilty, issue a stern warning, and then let him wait for your further action
 - D. reduce the severity of the discipline appropriate for the violation
9. There are two standard dismissal procedures utilized by most public agencies. The first is the "open back door" policy, in which the decision of a supervisor in discharging an employee for reasons of inefficiency cannot be cancelled by the central personnel agency. The second is the "closed back door" policy, in which the central personnel agency can order the supervisor to restore the discharged employee to his position. Of the following, the *major DISADVANTAGE* of the "closed back door" policy as opposed to the "open back door" policy is that central personnel agencies are 9. _____
- A. likely to approve the dismissal of employees when there is inadequate justification
 - B. likely to revoke dismissal actions out of sympathy for employees
 - C. less qualified than employing agencies to evaluate the efficiency of employees
 - D. easily influenced by political, religious, and racial factors

10. The one of the following for which a formal grievance-handling system is *LEAST* useful is in 10.____
- A. reducing the frequency of employee complaints
 - B. diminishing the likelihood of arbitrary action by supervisors
 - C. providing an outlet for employee frustrations
 - D. bringing employee problems to the attention of higher management
11. The one of the following managers whose leadership style involves the *GREATEST* delegation of authority to subordinates is the one who presents to subordinates 11.____
- A. his ideas and invites questions
 - B. his decision and persuades them to accept it
 - C. the problem, gets their suggestions, and makes his decision
 - D. a tentative decision which is subject to change
12. Which of the following is *most likely* to cause employee productivity standards to be set too high? 12.____
- A. Standards of productivity are set by first-line supervisors rather than by higher-level managers.
 - B. Employees' opinions about productivity standards are sought through written questionnaires.
 - C. Initial studies concerning productivity are conducted by staff specialists.
 - D. Ideal work conditions assumed in the productivity standards are lacking in actual operations.
13. The one of the following which states the *MAIN* value of an organization chart for a manager is that such charts show the 13.____
- A. lines of formal authority
 - B. manner in which duties are performed by each employee
 - C. flow of work among employees on the same level
 - D. specific responsibilities of each position
14. Which of the following *BEST* names the usual role of a line unit with regard to the organization's programs? 14.____
- A. Seeking publicity
 - B. Developing
 - C. Carrying out
 - D. Evaluating
15. Critics of promotion *from within* a public agency argue for hiring *from outside* the agency because they believe that promotion from within leads to 15.____
- A. resentment and consequent weakened morale on the part of those not promoted
 - B. the perpetuation of outdated practices and policies
 - C. a more complex hiring procedure than hiring from outside the agency
 - D. problems of objectively appraising someone already in the organization
16. The one of the following management functions which *usually* can be handled *MOST* effectively by a committee is the 16.____
- A. settlement of interdepartmental disputes
 - B. planning of routine work schedules
 - C. dissemination of information
 - D. assignment of personnel

17. Assume that you are serving on a committee which is considering proposals in order to recommend a new maintenance policy. After eliminating a number of proposals by unanimous consent, the committee is deadlocked on three proposals. The one of the following which is the *BEST* way for the committee to reach agreement on a proposal they could recommend is to
17. _____
- A. consider and vote on each proposal separately by secret ballot
 - B. examine and discuss the three proposals until the proponents of two of them are persuaded they are wrong
 - C. reach a synthesis which incorporates the significant features of each proposal
 - D. discuss the three proposals until the proponents of each one concede those aspects of the proposals about which there is disagreement
18. A commonly used training and development method for professional staff is the case method, which utilizes the description of a situation, real or simulated, to provide a common base for analysis, discussion, and problem-solving. Of the following, the *MOST* appropriate time to use the case method is when professional staff needs
18. _____
- A. insight into their personality problems
 - B. practice in applying management concepts to their own problems
 - C. practical experience in the assignment of delegated responsibilities
 - D. to know how to function in many different capacities
19. The incident process is a training and development method in which trainees are given a very brief statement of an event or of a situation presenting a job incident or an employee problem of special significance. Of the following, it is *MOST* appropriate to use the incident process when
19. _____
- A. trainees need to learn to review and analyze facts before solving a problem
 - B. there are a large number of trainees who require the same information
 - C. there are too many trainees to carry on effective discussion
 - D. trainees are not aware of the effect of their behavior on others
20. The one of the following types of information about which a new clerical employee is usually *LEAST* concerned during the orientation process is
20. _____
- A. his specific job duties
 - B. where he will work
 - C. his organization's history
 - D. who his associates will be
21. The one of the following which is the *MOST* important limitation on the degree to which work should be broken down into specialized tasks is the point at which
21. _____
- A. there ceases to be sufficient work of a specialized nature to occupy employees
 - B. training costs equal the half-yearly savings derived from further specialization
 - C. supervision of employees performing specialized tasks becomes more technical than supervision of general employees
 - D. it becomes more difficult to replace the specialist than to replace the generalist who performs a complex set of functions

22. When a supervisor is asked for his opinion of the suitability for promotion of a subordinate, the supervisor is actually being asked to predict the subordinate's future behavior in a new role. 22. _____
Such a prediction is *most likely* to be accurate if the
- A. higher position is similar to the subordinate's current one
 - B. higher position requires intangible personal qualities
 - C. new position requires a high intellectual level of performance
 - D. supervisor has had little personal association with the subordinate away from the job
23. In one form of the non-directive evaluation interview the supervisor communicates his evaluation to the employee and then listens to the employee's response without making further suggestions. 23. _____
The one of the following which is the *PRINCIPAL* danger of this method of evaluation is that the employee is most likely to
- A. develop an indifferent attitude towards the supervisor
 - B. fail to discover ways of improving his performance
 - C. become resistant to change in the organization's structure
 - D. place the blame for his shortcomings on his co-workers
24. In establishing rules for his subordinates, a superior should be *PRIMARILY* concerned with 24. _____
- A. creating sufficient flexibility to allow for exceptions
 - B. making employees aware of the reasons for the rules and the penalties for infractions
 - C. establishing the strength of his own position in relation to his subordinates
 - D. having his subordinates know that such rules will be imposed in a personal manner
25. The practice of conducting staff training sessions on a periodic basis is *generally* considered 25. _____
- A. *poor*; it takes employees away from their work assignments
 - B. *poor*; all staff training should be done on an individual basis
 - C. *good*; it permits the regular introduction of new methods and techniques
 - D. *good*; it ensures a high employee productivity rate
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KEY (CORRECT ANSWERS)

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