

TEST 3

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. You have been asked to answer a request from a citizen of the city. After giving the request careful consideration you find that it cannot be granted. In answering the letter, you should begin by 1. _____
 - A. saying that the request cannot be granted
 - B. discussing in detail the consideration you gave to the request
 - C. quoting the laws relating to the request
 - D. explaining in detail why the request cannot be granted
 - E. indicating an alternative method of achieving the end desired
2. Reports submitted to the department head should be complete to the last detail. As far as possible, summaries should be avoided. This statement is, in general, 2. _____
 - A. *correct*; only on the basis of complete information can a proper decision be reached
 - B. *incorrect*; if all reports submitted were of this character a department head would never complete his work
 - C. *correct*; the decision as to what is important and what is not can only be made by the person who is responsible for the action
 - D. *incorrect*; preliminary reports, obviously, cannot be complete to the last detail
 - E. *correct*; summaries tend to conceal the actual state of affairs and to encourage generalizations which would not be made if the details were known; consequently they should be avoided if possible
3. The supervisor of a large bureau, who was required in the course of business to answer a large number of letters from the public, completely formalized his responses, that is, the form and vocabulary of every letter he prepared were the same as far as possible. This method of solving the problem of how to handle correspondence is, in general, 3. _____
 - A. *good*; it reduces the time and thought necessary for a response
 - B. *bad*; the time required to develop a satisfactory standard form and vocabulary is usually not available in an active organization
 - C. *good*; the use of standard forms causes similar requests to be answered in a similar way
 - D. *bad*; the use of standard forms and vocabulary to the extent indicated results in letters in *officialese* hindering unambiguous explanation and clear understanding
 - E. *good*; if this method were applied to an entire department, the answering of letters could be left to clerks and the administrators would be free for more constructive work
4. Of the following systems of designating the pages in a loose-leaf manual subject to constant revision and addition, the MOST practicable one is to use 4. _____
 - A. decimals for main divisions and integers for subdivisions
 - B. integers for main divisions and letters for subdivisions
 - C. integers for main divisions and decimals for subdivisions
 - D. letters for main divisions and integers for subdivisions
 - E. intergers for main divisions and integers for subdivisions

5. A subordinate submits a proposed draft of a form which is being revised to facilitate filling in the form on a typewriter. The draft shows that the captions for each space will be printed below the space to be filled in. This proposal is 5. _____
- A. *undesirable*; it decreases visibility
 - B. *desirable*; it makes the form easy to understand
 - C. *undesirable*; it makes the form more difficult to understand
 - D. *desirable*; it increases visibility
 - E. *undesirable*; it is less compact than other layouts
6. The one of the following which is NOT an essential element of an integrated reporting system for work-measurement is a 6. _____
- A. uniform record form for accumulating data and instructions for its maintenance
 - B. procedure for routing reports upward through the organization and routing summaries downward
 - C. standard report form for summarizing basic records and instructions for its preparation
 - D. method for summarizing, analyzing and presenting data from several reports
 - E. looseleaf revisable manual which contains all procedural materials that are reasonably permanent and have a substantial reference value
7. Forms control only accomplishes the elimination, consolidation and simplification of forms. It contributes little to the elimination, consolidation and simplification of procedures. This statement is 7. _____
- A. *correct*; the form is static while the procedure is dynamic; consequently control of one does not necessarily result in control of the other
 - B. *incorrect*; forms frequently dictate the way work is laid out; consequently control of one frequently results in control of the other
 - C. *correct*; the procedure is primary and the form secondary; consequently control of procedure will also control form
 - D. *incorrect*; the form and procedure are identical from the viewpoint of work control; consequently control of one means control of the other
 - E. *correct*; the assurance that forms are produced and distributed economically has little relationship to the consolidation and simplification of procedures
8. Governmental agencies frequently attempt to avoid special interest group pressures by referring them to the predetermined legislative policy, or to the necessity for rules and regulations applying generally to all groups and situations. Of the following, the MOST important weakness of this formally correct position is that 8. _____
- A. it is not tenable in the face of determined opposition
 - B. it tends to legalize and formalize the informal relationships between citizen groups and the government
 - C. the achievement of an agency's aims is in large measure dependent upon its ability to secure the cooperation and support of special interest groups
 - D. independent groups which participate in the formulation of policy in their sphere of interest tend to criticize openly and to press for changes in the direction of their policy
 - E. agencies following this policy find it difficult to decentralize their public relation activities as subdivisions can only refer to the agency's overall policy

9. One of the primary purposes of the performance budget is to improve the ability to examine budgetary requirement by groups who have not been engaged in the construction of the budget. This is accomplished by

9. _____

- A. making line by line appropriations
- B. making lump sum appropriations by department
- C. enumerating authorization for all expenditures
- D. standardizing the language used and the kinds of authorizations permitted
- E. permitting examination on the level of accomplishment

10. When engaged in budget construction or budget analysis, there is no point in trying to determine the total or average benefits to be obtained from total expenditures for a particular commodity or function.

10. _____

The validity of this argument is USUALLY based upon the

- A. viewpoint that it is not possible to construct a functional budget
- B. theory (or phenomenon) of diminishing utility
- C. hypothesis that as governmental budgets provide in theory for minimum requirements, there is no need to determine total benefits
- D. assumption that such determinations are not possible
- E. false hypothesis that a comparison between expected and achieved results does not aid in budget construction

Questions 11-12.

DIRECTIONS: Answer questions 11 and 12 on the basis of the following paragraph.

Production planning is mainly a process of synthesis. As a basis for the positive act of bringing complex production elements properly together, however, analysis is necessary, especially if improvement is to be made in an existing organization. The necessary analysis requires customary means of orientation and preliminary fact gathering with emphasis, however, on the recognition of administrative goals and of the relationship among work steps.

11. The entire process described is PRIMARILY one of

11. _____

- A. taking apart, examining and recombining
- B. deciding what changes are necessary, making the changes and checking on their value
- C. fact finding so as to provide the necessary orientation
- D. discovering just where the emphasis in production should be placed and then modifying the existing procedure so that it is placed properly
- E. recognizing administrative goals and the relationship among work steps

12. In production planning according to the above paragraph, analysis is used PRIMARILY as 12. _____
- A. a means of making important changes in an organization
 - B. the customary means of orientation and preliminary fact finding
 - C. a development of the relationship among work steps
 - D. a means for holding the entire process intact by providing a logical basis
 - E. a method to obtain the facts upon which a theory can be built

Questions 13-15.

DIRECTIONS: Answer questions 13 through 15 on the basis of the following paragraph.

Public administration is policy-making. But it is not autonomous, exclusive or isolated policy-making. It is policy-making on a field where mighty forces contend, forces engendered in and by society. It is policy-making subject to still other and various policy makers. Public administration is one of a number of basic political processes by which these people achieves and controls government.

13. From the point of view expressed in this paragraph, public administration is 13. _____
- A. becoming a technical field with completely objective processes
 - B. the primary force in modern society
 - C. a technical field which should be divorced from the actual decision-making function
 - D. basically anti-democratic
 - E. intimately related to politics
14. According to the paragraph, public administration is NOT entirely 14. _____
- A. a force generated in and by society
 - B. subject at times to controlling influences
 - C. a social process
 - D. policy-making relating to administrative practices
 - E. related to policy-making at lower levels
15. The paragraph asserts that public administration 15. _____
- A. develops the basic and controlling policies
 - B. is the result of policies made by many different forces
 - C. should attempt to break through its isolated policy-making and engage on a broader field
 - D. is a means of directing government
 - E. is subject to the political processes by which acts are controlled

Questions 16–18.

DIRECTIONS: Answer questions 16 through 18 on the basis of the following paragraph.

In order to understand completely the source of an employee's insecurity on his job, it is necessary to understand how he came to be, who he is and what kind of a person he is away from his job. This would necessitate an understanding of those personal assets and liabilities which the employee brings to the job situation. These arise from his individual characteristics and his past experiences and established patterns of interpersonal relations. This whole area is of tremendous scope, encompassing everything included within the study of psychiatry and interpersonal relations. Therefore, it has been impracticable to consider it in detail. Attention has been focused on the relatively circumscribed area of the actual occupational situation. The factors considered those which the employee brings to the job situation and which arise from his individual characteristics and his past experience and established patterns of interpersonal relations are: intellectual-level or capacity, specific aptitudes, education, work experience, health, social and economic background, patterns of interpersonal relations and resultant personality characteristics.

16. According to the above paragraph, the one of the following fields of study which would be of LEAST importance in the study of the problem is the 16._____
 - A. relationships existing among employees
 - B. causes of employee insecurity in the job situation
 - C. conflict, if it exists, between intellectual level and work experience
 - D. distribution of intellectual achievement
 - E. relationship between employee characteristics and the established pattern of interpersonal relations in the work situation

17. According to the above paragraph, in order to make a thoroughgoing and comprehensive study of the sources of employee insecurity, the field of study should include 17._____
 - A. only such circumscribed areas as are involved in extra-occupational situations
 - B. a study of the dominant mores of the period
 - C. all branches of the science of psychology
 - D. a determination of the characteristics, such as intellectual capacity, which an employee should bring to the job situation
 - E. employee personality characteristics arising from previous relationships with other people

18. It is implied by this paragraph that it would be of GREATEST advantage to bring to this problem a comprehensive knowledge of 18._____
 - A. all established patterns of interpersonal relations
 - B. the milieu in which the employee group is located
 - C. what assets and liabilities are presented in the job situation
 - D. methods of focusing attention on relatively circumscribed regions
 - E. the sources of an employee's insecurity on his job

Questions 19–20.

DIRECTIONS: Answer questions 19 and 20 on the basis of the following paragraph.

If, during a study, some hundreds of values of a variable (such as annual number of latenesses for each employee in a department) have been noted merely in the arbitrary order in which they happen to occur, the mind cannot properly grasp the significance of the record; the observations must be ranked or classified in some way before the characteristics of the series can be comprehended, and those comparisons, on which arguments as to causation depend, can be made with other series. A dichotomous classification is too crude; if the values are merely classified according to whether they exceed or fall short of some fixed value, a large part of the information given by the original record is lost. Numerical measurements lend themselves with peculiar readiness to a manifold classification.

19. According to the above statement, if the values of a variable which are gathered during a study are classified in a few subdivisions, the MOST likely result will be 19. _____
- A. an inability to grasp the significance of the record
 - B. an inability to relate the series with other series
 - C. a loss of much of the information in the original data
 - D. a loss of the readiness with which numerical measurements lend themselves to a manifold classification
 - E. that the order in which they happen to occur will be arbitrary
20. The above statement advocates, with respect to numerical data, the use of 20. _____
- A. arbitrary order
 - B. comparisons with other series
 - C. a two value classification
 - D. a many value classification
 - E. all values of a variable

Questions 21–25.

DIRECTIONS: Answer questions 21 through 25 on the basis of the following chart.



21. The one of the following years for which average employee production was LOWEST was 21. _____
 A. 2001 B. 2003 C. 2005 D. 2007 E. 2009
22. The average annual employee production for the ten-year period was, in terms of work units, MOST NEARLY 22. _____
 A. 30 B. 50 C. 70 D. 80 E. 90
23. On the basis of the chart, it can be deduced that personnel needs for the coming year are budgeted on the basis of 23. _____
 A. workload for the current year
 B. expected workload for the coming year
 C. no set plan
 D. average workload over the five years immediately preceding the period
 E. expected workload for the five coming years
24. The chart indicates that the operation is carefully programmed and that the labor force has been used properly. 24. _____
 This opinion is
 A. *supported* by the chart; the organization has been able to meet emergency situations requiring much additional work without commensurate increases in staff
 B. *not supported* by the chart; the irregular work load shows a complete absence of planning
 C. *supported* by the chart; the similar shapes; of the workload and labor force curves show that these important factors are closely related
 D. *not supported* by the chart; poor planning with respect to labor requirements is obvious from the chart
 E. *supported* by the chart; the average number of units of work performed in any 5-year period during the 10 years shows sufficient regularity to indicate a definite trend
25. The chart indicates that the department may be organized in such a way as to require a permanent minimum staff which is too large for the type of operation indicated. 25. _____
 This opinion is
 A. *supported* by the chart; there is indication that the operation calls for an irreducible minimum number of employees and application of the most favorable work production records show this to be too high for normal operation
 B. *not supported* by the chart; the absence of any sort of regularity makes it impossible to express any opinion with any degree of certainty
 C. *supported* by the chart; the expected close relationship between workload and labor force is displaced somewhat, a phenomenon which usually occurs as a result of a fixed minimum requirement
 D. *not supported* by the chart; the violent movement of the labor force curve makes it evident that no minimum requirements are in effect
 E. *supported* by the chart; calculation shows that the average number of employees was 84 with an average variation of 17.8, thus indicating that the minimum number of 60 persons was too high for efficient operation

KEY (CORRECT ANSWERS)

1. A
2. B
3. D
4. C
5. A
6. E
7. B
8. C
9. E
10. B

11. A
12. E
13. E
14. D
15. D
16. D
17. E
18. B
19. C
20. D

21. B
 22. B
 23. A
 24. D
 25. A
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