

TEST QUESTIONS

Supervisor Exam I

For each of the following questions, select the letter that represents the best of the four possible answers.

1. A convincing body of behavioral research points to the validity of the self-fulfilling prophecy. [Once an expectation is set, even if it's not accurate, we tend to act in ways that are consistent with that expectation] In one experiment, for example, a Harvard professor told a group of students that he had developed a strain of extremely intelligent rats that could run through mazes quickly. He then distributed perfectly normal rats at random, telling half the students they had the "super maze" rats, and the other half that they had "maze dull" rats. The super rats improved daily in running through the maze, and by the end of the experiment were far superior in speed to the "dull" rats. He also found that students "who believed they were working with intelligent animals liked them better and found them more pleasant. They felt more relaxed with them, treated them more gently and were more enthusiastic about the experiment than students who thought they had dull rats to work with." This type of experiment has been done many times. In one instance, teachers were given the locker numbers of students and told that these numbers were the students' IQ's. The students with the higher "IQ's" did much better than those with the lower "IQ's." [Studies have also found that the expectations supervisors and managers have of their employees can play a critical role in how well the employees perform.] One dramatic illustration of this occurred in the 1960's, when a professor at Tulane University believed he could teach a university custodian with no computer experience to become a computer operator. The university initially refused to cooperate because the employee had failed the test miserably. The professor threatened to quit unless given the opportunity. The employee not only became a successful computer operator, but he also ended up running the main computer room and being responsible for the training of new employees. [Supervisors should not underestimate the extent to which their expectations can influence the performance of their employees.]

Which statement is best supported by the above passage?

- a. one's expectations can have a significant effect on another's expectations
 - b. students with high IQ's will usually perform better than those with low IQ's
 - c. a new strain of super rats has been developed at a major university
 - d. anyone can succeed, if only given a chance
2. Unless supervisors involved in planning are able to separate the "how's" from the "what's" and can reserve discussion on the "how to's" until they actively define what needs to be done, they are going to end up with ineffective, ego-centered, incomplete planning that will inevitably lead to future problems. Once what needs to be done is clearly determined, then all the technological experts can go to work on how to do it.

Which statement is best supported by the above paragraph?

- a. it is best for organizations to have large planning departments
 - b. it is important for supervisors to define objectives
 - c. it is important for organizations to have technological experts
 - d. poor planning is usually the result of a supervisor's over-large ego
3. Most often, leadership qualities are learned. [Contrary to popular opinion leaders are usually made, not born.] Studies have found no significant relationship between the ability to lead and characteristics such as age, height, weight, sex, race, and other physical characteristics. [Successful leaders have most often worked hard at learning how to work well with others and how to communicate clearly with them.] In the beginning of a new supervisor's career, however, he or she may experience some difficulty in developing leadership qualities. As a result, high percentages, of new supervisors [thirty to forty-five percent, depending on the study], very often are not adequately prepared for their promotion or perform at a substandard level. Because of this, harmful patterns may develop that limit the supervisor's ability, and the result may be the inability to advance any further. [Poor leadership can also lead to a great deal of stress on the job for the supervisor and for those he or she supervises.] Having to work for a poor supervisor, for example, has been found by one study to significantly increase one's risk of heart disease. Training seminars to help new supervisors get off to a good start and avoid harmful patterns that can hurt both themselves and those they supervise have often been found to be quite effective.

The author of the passage would most likely agree with all of the following EXCEPT:

- a. leaders are more likely to be made, not born
 - b. the [majority] of new supervisors perform at a substandard level, or they are not adequately prepared for promotion
 - c. it is common for new supervisors to experience some stress related to the new job
 - d. it is important for new supervisors to know how to work well and communicate well with others
4. All personal or home computers are microcomputers. The microcomputer is a relative newcomer to the field, and consequently the market is bursting with competitive models and the attendant confusion. No one really knows all that the microcomputer is capable of doing. New possibilities are being explored constantly. Right now,

microcomputers are best known for their personal qualities. Used only by one person at a time, a micro always allows you to do all your work or pleasure activities on a computer without having to share your information with anyone else. Your files are kept on a disk or tape or in the memory of your machine, and no one has access to those files unless you agree. Micros have also made it feasible for individuals to own computers. Until the micro was developed all computers were so expensive that only businesses or the very rich could justify the expense. It's the combination of price and personal control that makes the microcomputers so attractive.

According to the above passage, all of the following are true EXCEPT:

- a. Microcomputers are affordable
- b. home computers have a limited capability
- c. microcomputers may be used for work or pleasure
- d. the microcomputer 's memory cannot be available to others without your ok

5. The equal opportunity laws that have been in existence for a generation have brought large numbers of minorities into the managerial ranks. According to the Bureau of Labor Statistics, between 1977 and 1982, the proportion of minority managers rose from 3.6% to 5.2%. Data for 1982 found that of all "officials and managers", 4.3% were blacks, (this includes 1.6% black females), and 20.4% were white females. While this indicates a great deal of progress over the last twenty years, it appears that most of the progress has been made at the middle levels. A 1979 survey of 1,708 senior executives at America's "Fortune 1000" companies found three blacks, two Asians, three Hispanics, and eight females. A 1985 survey of 1,362 senior executives at the same companies found four blacks, two Asians, three Hispanics, and twenty-nine women. A 1983 survey of 785 business opinion leaders ranked affirmative action for women and minorities twenty-three out of twenty-five human resource priorities. While many top executives are committed to fairness and promoting qualified candidates regardless of race or sex, it seems a major problem may be the influence of unconscious, unthinking criteria in promoting managers. Prejudice can be very subtle in practice, but very obvious in its consequences.

Which statement is best supported by the above passage?

- a. affirmative action is still a major concern of business opinion leaders in the U. S.
- b. true affirmative action means that the most qualified person for the job will get the job
- c. progress in hiring minorities and women at the senior level of this country's major business firms has been slow
- d. prejudice is usually subtle.

6. Workers who want to move in the direction of participative structures will need to confront the issues of power and control. The process of change needs to be mutually shared by all involved, or the outcome will not be a really participative model. The demand for a structural redistribution of power is not sufficient to address the problem of change toward a humanistic, as against a technological, work place. If we are to change our institutional arrangements from hierarchy to participation, particularly in our workplaces, we will need to look to transformations in ourselves as well. As long as we are imbued with the legitimacy of hierarchical authority, with the sovereignty of the status quo, we will never be able to generate the new and original participative forms that we seek. This means if we are to be equal to the task of reorganizing our workplaces, we need to think about how we can reeducate ourselves and become aware of our own assumptions about the nature of our social life together. Unless the issue is approached in terms of these complexities, I fear that all the worker participation and quality of work life efforts will fail.

According to the above paragraph, which of the following is not true?

- a. Self-education concerning social roles must go hand in hand with workplace reorganization
- b. The structural changing of the workplace, alone, will not bring about the necessary changes in the quality of work life
- c. Individuals can easily overcome their attitudes towards hierarchical authority
- d. Changing the quality of work life will require the participation of all involved

7. The concentration of women and female-headed families in the city is both cause and consequence of the city's fiscal woes. Women live in cities because it is easier and cheaper for them to do so, but because fewer women are employed, and those that are receive lower pay than men, they do not make the same contribution to the tax base that an equivalent population of men would. Concomitantly, they are more dependent on public resources, such as transportation and housing. For these reasons alone urban finances would be improved by increasing women's employment opportunities and pay. Yet nothing in our current urban policy is specifically geared to improving women's financial resources. There are some proposed incentives to business to create more jobs, but not necessarily ones that would utilize the skills women currently have. The most innovative proposal was a tax credit for new hires from certain groups with particularly high unemployment rates. None of the seven targeted groups were women.

Which sentence is best supported by the above paragraph?

- a. Innovative programs are rapidly improving conditions for seven targeted groups with traditionally high unemployment rates
- b. The contribution of women to a city's tax base reflects their superior economic position.

- c. Improving the economic position of women who live in cities would help the financial conditions of the cities themselves
 - d. Most women in this country live in large cities.
8. A young person's first supervisor is likely to be the most influential person in his or her career. If this supervisor is unable or unwilling to develop the skills the young employee needs to perform effectively, the latter will set lower personal standards than he or she is capable of achieving, that person's self image will be impaired, and he or she will develop negative attitudes toward the job, the employer, and--in all probability--his or her career. Since the chances of building a successful career with the employer will decline rapidly, he or she will leave, if that person has high aspirations, in hope of finding a better opportunity. If, on the other hand, the manager helps the employee to achieve maximum potential, he or she will build a foundation for a successful career.

According to the above passage:

- a. If an employee has negative attitudes towards his or her job, the supervisor is to blame
 - b. Supervisors of young people often have a great influence upon their careers
 - c. Good employees will leave a job they like if they are not given a chance to develop their skills
 - d. Supervisors should develop the full potential of their young employees
9. The problem with present planning systems, public or private, is that accountability is weak. Private planning systems in the global corporations operate on a set of narrow incentives that frustrate sensible public policies such as full employment, environmental protection, and price stability. Public planning is Olympian and confused because there is neither a clear consensus on social values nor political priorities. To accomplish anything, explicit choices must be made, but these choices can be made effectively only with the active participation of the people most directly involved. This, not nostalgia for small-town times gone forever, is the reason that devolution of political power to local communities is a political necessity. The power to plan locally is a precondition for sensible integration of cities, regions, and countries into the world economy.

According to the author:

- a. People most directly affected by issues should participate in deciding those issues
- b. Private planning systems are preferable to public planning systems
- b. There is no good system of government
- c. County governments are more effective than state governments

10. Most supervisors make the mistake of using "absolutes" as signals of trouble-or its absence. A quality problem emerges - that means trouble; a test is passed - we have no problems. Outside of routine organizations, there are always going to be such signals of trouble or success, but they are not very meaningful. Many times everything looks good, but the roof is about to cave in because something no one thought about and for which there is no rule, procedure, or test - has been neglected. The specifics of such problems cannot be predicted, but they are often signaled in advance by changes in the organizational system: Supervisors spend less time on the project; minor problems proliferate; friction in the relationships between adjacent work groups or departments increases; verbal progress reports become overly glib-or overly reticent; changes occur in the rate at which certain events happen, not in whether or not they happen. And they are monitored by random probes into the organization--seeing how things are going.

According to the above paragraph:

- a. Supervisors do not spend enough time supervising
 - b. Supervisors have a tendency to become overly glib when writing reports
 - c. Supervisors should be aware that problems that exist in the organization may not exhibit predictable signals of trouble
 - d. Supervisors should attempt to alleviate friction in the relationship between adjacent work groups by monitoring random probes into the organization's problems
11. Until recently, consciousness of sexual harassment has been low. But workers have become aware of it as more women have arrived at levels of authority in the workplace, feminist groups have focused attention on rape and other violence against women, and students have felt freer to report perceived abuse by professors. In the last 5 years, studies have shown that sexual misconduct at the workplace is a big problem. For example, in a recently published survey of federal employees, 42% of 694,000 women and 15% of 1,168,000 men said they had experienced some form of harassment.

According to the author:

- a. The awareness of sexual harassment at the workplace is increasing
- b. The incidence of harassment is higher in universities than workplaces
- c. Sexual harassment is much more commonly experienced by women than men.
- d. It is rare for men to experience sexual harassment

Questions 12-18: For each of the following groups of sentences, select the sentence which is the best example of English usage and grammar.

12. a. She is a woman who, at age sixty, is distinctly attractive and cares about how they look.
- b. It was a seemingly impossible search, and no one knew the problems better than she.
- c. On the surface, they are all sweetness and light, but his morbid character is under it.'
- d. The minicopier, designed to appeal to those who do business on the run like architects in the field or business travelers, weigh about four pounds.
13. a. Neither the administrators nor the union representative regret the decision to settle the disagreement.
- b. The plans which are made earlier this year were no longer being considered.
- c. I would have rode with him if I had known he was leaving at five.
- d. I don't know who she said had it.
14. a. Writing at a desk, the memo was handed to her for immediate attention.
- b. Carla didn't water Carl's plants this week, which she never does.
- c. Not only are they good workers, with excellent writing and speaking skills, and they get to the crux of any problem we hand them.
- d. We've noticed that this enthusiasm for undertaking new projects sometimes interferes with his attention to detail.
15. a. It's obvious that Nick offends people by being unruly, inattentive, and having no patience.
- b. Marcia told Genie that she would have to leave soon.
- c. Here are the papers you need to complete your investigation.
- d. Julio was startled by you're comment.

16. a. The new supervisor has done good since receiving her promotion, but her secretary has helped her a great deal.
- b. One of the personnel supervisors approached John and tells him that the client arrived unexpectedly.
- c. If somebody can supply us with the correct figures, they should do so immediately.
- d. Like zealots, advocates seek power because they want to influence the policies and actions of an organization.
17. a. Between you and me, Chris probably won't finish this assignment in time.
- b. Rounding the corner, the snack bar appeared before us.
- c. Parker's radical reputation made to the Supreme Court his appointment impossible.
- d. By the time we arrived, Marion finishes briefing James and returns to Hank's office.
18. a. As we pointed out earlier, the critical determinant of the success of middle managers is their ability to communicate well with others.
- b. The lecturer stated there wasn't no reason for bad supervision.
- c. We are well aware whose at fault in this instance.
- d. When planning important changes, it's often wise to seek the participation of others because employees often have much valuable ideas to offer.

Questions 19-23: For each group of sentences below, select the choice that represents the best editing of the problem sentence.

19. The supervisors expected employees to be at their desks at all times, but they would always be late or leave unannounced.
- a. The supervisors wanted employees to always be at their desks, but they would always be late or leave unannounced.
- b. Although the supervisors expected employees to be at their desks no matter what came up, they would always be late and leave without telling anyone.
- c. Although the supervisors expected employees to be at their desks at all times, the supervisors would always be late or leave without telling anyone.

- d. The supervisors expected the employee to never leave their desks, but they would always be late or leave without telling anyone.
20. The one who is department supervisor he will call you to discuss the problem tomorrow morning at 10 a.m.
- a. The one who is department supervisor will call you tomorrow morning at ten to discuss the problem.
- b. The department supervisor will call you to discuss the problem tomorrow at 10 a.m.
- c. Tomorrow morning at 10 a.m., the department supervisor will call you to discuss the problem
- d. Tomorrow morning the department supervisor will call you to discuss the problem.
21. A conference on child care in the workplace the \$200 cost of which to attend may be prohibitive to childcare workers who earn less than that weekly.
- a. A conference on child care in the workplace that costs \$200 may be too expensive for childcare workers who earn less than that each week.
- b. A conference on child care in the workplace, the cost of which to attend is \$200, may be prohibitive to childcare workers who earn less than that weekly.
- c. A conference on child care in the workplace who costs \$200 may be too expensive for childcare workers who earn less than that a week.
- d. A conference on child care in the workplace which costs \$200 may be too expensive to childcare workers who earn less than that on a weekly basis.
22. Motivation is important in problem solving, but they say that excessive motivation can inhibit the creative process.
- a. Motivation is important in problem solving, but, as they say, too much of it can inhibit the creative process.
- b. Motivation is important in problem solving and excessive motivation will inhibit the creative process.
- c. Motivation is important in problem solving, but excessive motivation can inhibit the creative process.
- d. Motivation is important in problem solving because excessive motivation can inhibit the creative process.

5. Some economists look upon this trend with great concern

a. 2-4-1 -5-3

c. 5-4-2-3-1

b. 2-3-4-1-5

d. 3-1-2-4-5

26. 1. They can also affect one's endurance.

2. This can stabilize blood sugar levels, and ensure that the brain is receiving a steady, constant supply of glucose, so that one is "hitting on all cylinders" while taking the test.

3. By food, we mean real food, not junk food or unhealthy snacks.

4. For this reason, it is important not to skip a meal, and to bring food with you to the exam.

5. One's blood sugar levels can affect how clearly one is able to think and concentrate during an exam.

a. 5-4-2-3-1

c. 5-1-4-3-2

b. 5-2-1-4-3

d. 5-4-1-3-2

27. 1. Those who are the embodiment of desire are absorbed in material quests, and those who are the embodiment of feeling are warriors who value power more than possession.

2. These qualities are in everyone, but in different degrees.

3. But those who value understanding yearn not for goods or victory, but for knowledge.

4. According to Plato, human behavior flows from three main sources: desire, emotion, and knowledge.

5. In the perfect state, the industrial forces would produce but not rule, the military would protect but not rule, and the forces of knowledge, the philosopher kings, would reign.

a. 4-5-1 -2-3

c. 4-3-2-1 -5

b. 5-1-2-3-4

d. 4-2-1-3-5

- c. Listening well is one of the most important skills a supervisor can have, yet it's not usually given much attention. Think about any representation of supervisors in books, manuals, or in the media that you may have seen. They're always talking, never listening. We'd like you to read the enclosed handout on listening skills and consciously try to apply them the rest of the week. We guarantee you will see a difference in the quality of your interactions.
 - d. Effective listening, one very important tool in the effective supervisor's arsenal, is usually not emphasized enough. The usual depiction of supervisors in books, manuals or the media is one in which they are always talking, never listening. We'd like you to read the enclosed handout and consciously try to apply the information contained therein throughout the rest of the week. We feel sure that you will see a marked difference in the quality of your interactions.
- 30.
- 1. It is common for supervisors to view employees as "things" to be manipulated.
 - 2. This approach does not motivate employees, nor does the carrot-and-stick approach because employees often recognize these behaviors and resent them.
 - 3. Supervisors can change these behaviors by using self-inquiry and persistence.
 - 4. The best supervisors genuinely respect those they work with, are supportive and helpful, and are interested in working as a team with those they supervise.
 - 5. They disagree with the Golden Rule that says "he or she who has the gold makes the rules."
- a. Some supervisors act as if they think the Golden Rule means "he or she who has the gold makes the rules." They show disrespect to employees by seeing them as "things" to be manipulated. Obviously, this approach does not motivate employees any more than the carrot-and-stick approach motivates them. The employees are smart enough to spot these behaviors and resent them. On the other hand, the supervisors genuinely respect those they work with, are supportive and helpful, and are interested in working as a team. Self-inquiry and persistence can change even the former type of supervisor into the latter.
 - b. Many supervisors fall into the trap of viewing employees as "things" to be manipulated, or try to motivate them by using a carrot-and-stick approach. These methods do not motivate employees, who often recognize the behaviors and resent them. Supervisors can change these behaviors, however, by using self-inquiry and persistence. The best supervisors are supportive and helpful, and have genuine respect for those with whom they work. They are interested in working as a team with those they supervise. To them, the Golden Rule is not "he or she who has the gold makes the rules."

- c. Some supervisors see employees as "things" to be used or manipulated using a carrot-and-stick technique. These methods don't work. Employees often see through them and resent them. A supervisor who wants to change may do so. The techniques of self-inquiry and persistence can be used to turn him or her into the type of supervisor who doesn't think the Golden Rule is "he or she who has the gold makes the rules." They may become like the best supervisors who treat those with whom they work with respect and give them help and support. These are the managers who know how to build a team.
- d. Unfortunately, many supervisors act as if their employees are objects whose movements they can position at will. This mistaken belief has the same result as another popular motivational technique -- the carrot-and-stick approach. Both attitudes can lead to the same result - resentment from those employees who recognize the behaviors for what they are. Supervisors who recognize these behaviors can change through the use of persistence and the use of self-inquiry. It's important to remember that the best supervisors respect their employees. They readily give necessary help and support and are interested in working as a team with those they supervise. To these supervisors, the Golden Rule is not "he or she who has the gold makes the rules."

- 31.
- 1. A new supervisor sometimes may feel insecure about his or her competence in the new position.
 - 2. The new supervisor may then exhibit defensive or arrogant behavior towards those one supervises, or the new manager may direct overly flattering behavior toward one's new supervisor.
 - a. Sometimes, a new supervisor may feel insecure about his or her ability to perform well in this new position. The insecurity may lead him or her to treat others differently. He or she may display arrogant or defensive behavior towards those he or she supervises, or be overly flattering to his or her new supervisor.
 - b. A new supervisor may sometimes feel insecure about his or her ability to perform well in the new position. He or she may then become arrogant, defensive, or overly flattering towards those he or she works with.
 - c. There are times when a new supervisor may be insecure about how well he or she can perform in the new job. The new manager may also behave defensive or act in an arrogant way towards those he or she supervises, or overly flatter his or her boss.
 - d. Sometimes, a new supervisor may feel insecure about his or her ability to perform well in the new position. He or she may then display arrogant or defensive behavior towards those they supervise, or become overly flattering towards their supervisors.

Questions 32- 42: For each of the following questions, select the letter that best represents the best choice of the four possible answers.

32. What is one of the goals of welfare reform?
- a. Moving people from welfare to work.
 - b. Cutting benefits for senior citizens.
 - c. Forcing older children to work to support their families.
 - d. Encouraging welfare recipients to move to other states.
33. Which of the following types of information must be made available to the public?
- a. The salaries of government officials.
 - b. The medical records of the governor and the lieutenant governor.
 - c. The medical records of public school teachers.
 - d. The medical records of anyone receiving public assistance of any kind.
34. Why do some health officials favor needle exchange programs for drug users?
- a. They believe these programs control the spread of drugs.
 - b. They believe these programs will reduce the spread of HIV.
 - c. They believe these programs will help drug users overcome their addictions
 - d. They believe these programs will reduce the number of drug overdoses.
35. Which of the following is true?
- a. Teenage pregnancy is no longer a serious problem in New York State.
 - b. Teenage pregnancy is confined mainly to large cities in New York State.
 - c. Teenage pregnancy often leads to poverty and dependence on the welfare system.

- d. Teenage pregnancy is an important issue for the Department of Taxation and Finance.
36. The Crime Victims Board might:
- a. Prosecute a defendant.
 - b. Help a crime victim pay medical bills.
 - c. Provide legal assistance to a defendant in a criminal case.
 - d. Overrule the verdict in a criminal case.
37. What social issue has been raised by the rapid growth of the Internet?
- a. How to make the Internet more competitive.
 - b. How to establish licensing procedures for Internet users.
 - c. How to provide tax breaks to Internet users.
 - d. How to protect children from pornography on the Internet.
38. Which of the following has been an important trend in health care?
- a. Longer hospital stays for most patients.
 - b. Rapid decrease in the cost of health care.
 - c. Rapid growth of managed care programs.
 - d. Less emphasis on the cost of health care.
39. What is one of the goals of managed health care programs?
- a. To increase salaries for physicians.
 - b. To encourage the use of proprietary drugs.
 - c. To control health care costs by providing services more efficiently.
 - d. To replace government-funded health care programs.

40. What does the Freedom on Information Act require?
- Public disclosure of most government records.
 - Free access to the Internet.
 - Separation of church and state.
 - Free public schooling for all New York State residents.
41. What does privatization mean?
- Passing new laws to protect the right to privacy.
 - Using private companies to do work previously done by government agencies.
 - Establishing regulations to keep medical records confidential.
 - Permitting private companies to contribute to political campaigns.
42. Welfare reform brings with it certain costs, including:
- The cost of having more people on welfare.
 - The cost of providing childcare for welfare recipients so that they can go to work.
 - The cost of providing benefits to illegal immigrants.
 - The cost of providing a free elementary school education, regardless of need.
43. The Fair hearing liaison in the CASA office is responsible for all of the following duties except:
- Control of activity on cases involved in the Fair Hearing process
 - Linkage with the Home Care Fair Hearing Unit
 - Conduct home visits to verify need for services
 - Facilitate Fair Hearing activity in the CASA office and communicate with Home Care Fair Hearing Unit to ensure that cases are processed in an efficient and timely manner.

CHANGE IN THE NUMBER OF PEOPLE RECEIVING PUBLIC

ASSISTANCE IN NEW YORK CITY, FISCAL YEARS 1978 THROUGH 200

		Public Assistance Program			Percent Change
Fiscal Year		TANF	SN	Total	
⇒	2000	518,992	99,245	618,237	(13.4%)
	1999	581,746	131,975	713,721	(12.2%)
	1998	648,381	164,207	812,588	(13.6%)
	1997	746,785	193,178	939,963	(10.9%)
	1996	826,466	228,469	1,054,935	(8.0%)
⇒	1995	854,394	292,436	1,146,830	2.8%
	1994	818,529	297,427	1,115,956	6.6%
	1993	758,516	288,743	1,047,259	7.2%
	1992	708,350	268,164	976,514	8.9%
	1991	672,572	223,883	896,455	8.0%
	1990	647,647	182,517	830,164	1.0%
	1989	666,626	155,672	822,298	(3.5%)
	1988	696,333	155,509	851,842	(5.2%)
	1987	727,627	171,250	898,877	(2.5%)
	1986	744,802	176,660	921,462	(0.1%)
	1985	754,642	167,773	922,415	1.5%
	1984	752,271	156,507	908,778	4.6%
	1983	731,729	137,002	868,731	0.4%
	1982	751,563	113,902	865,465	1.1
	1981	761,771	113,759	875,530	1.0%
	1980	765,874	118,708	884,582	2.8%
	1979	786,365	123,799	910,164	2.9%
	*1978	811,814	125,905	937,719	na

NOTES:

* Average of last six months only.

Source: New York City Human Resources Administration.

Questions 44 to 46 are based on the above chart.

44. According to the above chart using FY 1995 through FY 2000 which year had the largest change in the TANF category?

- FY1996-FY 1997
- FY 1999 - FY 2000
- FY 1995 - FY 1996
- FY 1997 -FY 1998

45. According to the chart determine the total change in the SN category from FY 1989 through FY 1995.

- a. 170,764
- b. 136,764
- c. 163,746
- d. none of the above

46. According to the chart, which of the following statements is true?

- a. Both the TANF category and the SN category have consistently decreased from FY 1978 through FY 2000
- b. From FY 1989 through 1999 the TANF category consistently decreased while the SN category consistently increased
- c. Both the TANF and SN categories increased from FY 1978 through FY 2000
- d. None of the above

Home Aide Criteria

In order to qualify for a part time home aide, applicants must be old enough to receive Social Security benefits and need help in performing at least four (4) of the eight(8) basic tasks. Applicants who need help in at least six(6) areas and meet the age requirement are eligible to receive full time assistance, providing they are alone for over 1/3 of the day. Car service is available for medical / business appointments and 24 hour attendants can be obtained with a weeks notice, but only for applicants who live alone. Persons aged 55-62 can request an age waiver which must be approved by the Site Director. Part -time service is given in blocks of 4 hours but only I block per day is permitted. Applications can be returned by mail, with supporting documentation, but at least one face-to -face interview must be conducted. An authorized agency staff member must witness signed documents. Certification home visits are granted to applicants who either cannot travel to the office or those who need special accommodations during the interview. The office is open from Monday to Friday from 9:00am to 5:00pm and on the 1st Saturday of every month. Visits are by appointment only and translators are available.

Home Aide Assessment Chart

Tasks Needs Professional Help No Professional Help Needed

Bathe Self	Barbara	Julia, Bob Jacques
Walk Outside	Barbara, Julia	Bob, Jacques
Walk Inside Home		Barbara, Julia Jacques, Bob
Prepare Meals	Julia	Bob, Barbara Jacques
Laundry	Julia	Barbara Bob Jacques
Light Cleaning	Barbara, Julia	Jacques, Bob
Heavy Duty Cleaning	Barbara, Julia Jacques, Bob	
Travel	Bob, Julia	Barbara, Jacques

Service Choices

- A. Full time Service
- B. Part-time Service
- C. Car Service Only
- D. No Service

Questions 47-50. Based on the Home Aide Criteria, the Home Aide Assessment Chart and the Services Choices, select the appropriate service choice for each of the following cases.

47. Julia Cruz is 48 years old and has been living alone since her caretaker niece had to return to Puerto Rico last month due to a family emergency. Friends had been assisting Julia but cannot continue. They fear for Julia's safety, especially after she recently fell down the steps outside of her apartment building. Julia is legally blind but her doctors feel that her latest laser surgery will restore her sight in the near future. Julia has a granddaughter who will be graduating from college and returning home this summer. Julia has applied for service. The site director waived the age requirement and approved this case for temporary service. The case will be reviewed again in six (6) months.
48. Barbara Smith, 63 years old and a diabetic, lives with her 40 year old son and his wife. Their twin boys attend and out-of-state college and only return home for major holidays and a two-week vacation each August. Barbara also suffers with chronic arthritis and recently was diagnosed with heart problems, which make it difficult for her to move around more than a few minutes at a time. Barbara has applied for help because her son and daughter-in-law are rarely home. They both work and their jobs frequently require involuntary overtime. They are willing to drive Barbara to important appointments, fix her meals and do her laundry. They are always available by phone and include Barbara in their week - end and vacation plans.
49. Bob Johnson, 87 years old generally frail health is living with four of his six children; two of his daughters are married housewives who share babysitting duties so at least one of them is home at all times. One son is a free-lance writer with an office at home; he prefers to work at night and is available to bathe his father and assist the visiting nurse on a daily basis. Due to a hereditary vision disability, none of the Johnsons' drive. They would prefer some help with their regular household chores.
50. Jacques Jean recently celebrated his 75th birthday with a clean bill of health and a discharge from the Maplewood Assisted Living Residence, a place he called "home" for the past four years. Jacques is going to live with his son. His son returned from his last overseas tour of duty and is taking his father to their newly built handicap-accessible home, which is in the vicinity of Maplewood. Jacques feels that he will be better off if an aide comes to his home and helps with his needs. Jacques is close to his son who visited him often at Maplewood, but Jacques just doesn't like or trust his daughter-in-law because she only speaks German and he only speaks French and English. Jacques suffers with brain damage and though he is capable of performing most physical tasks, he needs supervision because he is forgetful and has trouble concentrating.

NOTES

1. The answer is choice a. Choice b is incorrect because it is an overgeneralization not supported by the passage. This question asks, "Which statement is best supported by the above passage?" The passage does not talk about how well students in general perform, and the IQ's that are mentioned in the passage aren't really IQ's -- they're locker numbers. Choice c is incorrect because the rats weren't a super strain at all; the students were just told they were. Choice d is incorrect because it is another unsupported generalization. Choice a takes the passage to its logical conclusion. If one's expectations can affect another's behavior, then surely they can affect another's expectations. You may not have liked choice a, perhaps thinking that it assumes a little too much, but it is by far the best of the four possible choices.

2. The answer is choice b. Choice a is incorrect because it is an overgeneralization. When answering these questions, it's important to analyze the information contained in each passage and to be careful not to assume too much. In this case, you don't know for sure if the author thinks organizations should have large planning departments, small planning departments, or any kind of separate planning department whatsoever. Choice c is incorrect because it too is an overgeneralization. Nowhere does the passage state that it's important for organizations to have technological experts. It is simply saying that, after the planning has been done, the way is open for the next step. Then technological experts, or whoever might be responsible, would be free to figure out how to do what has been decided upon. Choice d is incorrect because it is too strong. There could be many other reasons for poor planning. When the passage talks about "ego-centered" planning, it does not necessarily mean that it's large egos that are at fault. It could just mean that when managers make choices based on their own personal preferences, specialties or immediate concerns, as opposed to taking the "long view," problems can occur. Even if you didn't know this, however, you could still have gotten the right answer because choice b is a much better answer. The passage states that managers need to "actively define what needs to be done." This is defining objectives.

3. The answer is choice b. It's important to look closely at the stem of each question. The first seven questions asked you to find the one correct answer; this question asks you to find the one incorrect answer. If you read it quickly, you might have missed this. This is one of the reasons we suggest you read all of the choices. Another reason to read them all is that you're always being asked to select the best answer. Obviously, you can't know what the best answer is if you haven't read all of the choices. In this case, if you hadn't read all of the choices, you

might have been tricked into immediately selecting choice a because it was stated in the second sentence. But, since the author said it, he or she would agree with it, and this makes the choice incorrect. Choice c is incorrect because it is implied by sentences 5, 6, and 8. These sentences indicate that leadership qualities are often not present in the beginning and that poor leadership can lead to stress. You may have thought that the passage wasn't strong enough to say that stress was common, and it's true that this vagueness could make choice c a possible answer. Choice b is a much better answer, however, because the passage states that 30% to 45% of new managers have these problems. Since it would take more than 50% to represent a majority, choice b is false and the correct answer. Choice d is incorrect because it is stated in the fourth sentence.

4. The answer is choice b. Again, this question requires you to select the one incorrect choice. Choices a, c and d are all supported by the passage.

5. The answer is choice c. Choice a is incorrect because the passage states that business opinion leaders ranked affirmative action twenty-third out of twenty-five priorities. Choice b is incorrect because it is not stated anywhere in the passage. You might have considered it as a choice, even though it does not fit the classic definition of affirmative action, because of the next to last sentence. Still, it's best to read all of the choices because you need to find the best answer. Choice d is incorrect because the passage does not state that prejudice is usually subtle. The key is the word "usually." All the passage states is that "prejudice can be very subtle"; there is no mention of frequency. Choice c is correct and is supported by sentences four, five and six.

6. The answer is C. Again, the importance of reading carefully, and of noting that they are asking for what is not true. Choice (A) is incorrect, because sentences four, five, and six support Choice (A). Choice (B) is incorrect because it too is supported strongly in the paragraph, particularly by sentences three and four. Choice (D) is incorrect because it is supported by sentences two and four. Choice (C) is correct because nowhere in the passage does it state that individuals can easily overcome their attitudes towards hierarchical authority. The passage indicates the opposite is the case.

7. The answer is C. Choice (A) is incorrect because nowhere in the passage does it state that conditions are rapidly improving for the seven targeted groups. Choice (B) is directly contradicted by the passage, which shows that women are not in a superior economic position. Choice (D) is incorrect because nowhere in the passage does it state that most women in this country live in large cities. Choice (C) is correct, and this is supported by sentences two, three and four.

8. The answer is B. Choice (A) is incorrect because it is an unwarranted generalization supported by the paragraph. There are many reasons an employee may have a negative attitude, and the supervisor is not automatically to blame. Choice (C) is incorrect also because it is too broad. Not all good employees may leave a job under these conditions. Sentence three states "he or she will leave if that person has high aspirations". Choice (D) is incorrect, because it assumes too much. While the passage seems to support this, nowhere does the author state this is something supervisors should do for their employees. It's an important distinction, common in these types of questions. Choice (B) is a safer choice, and is supported by sentences one, two and four.
9. The answer is A. Choice (B) is incorrect because this premise is not stated anywhere in the passage. Choice (C) is incorrect for the same reason. Choice (D) may seem reasonable at first because the author speaks of the need for local planning, and county governments are more of a local unit than state governments, but it's too broad a statement to say that county governments are more effective than state governments. Choice (A) is correct and is strongly supported by sentence four.
10. The answer is C. (Sometimes this happens, you'll have three or four of the same letters in a row on your answer sheet.) Choice (A) is incorrect because it is a broad generalization unsupported by the paragraph. Choice (B) is incorrect because it is again a generalization not supported by the passage. Choice (D) is incorrect because it too is not supported by the passage. It is a misinterpretation of the last two sentences. Choice (C) is correct, and is supported by the first three sentences.
11. The answer is A. Choice (B) is incorrect because it is not mentioned anywhere in the passage. Some people miss this question, however, because they assume the studies are conducted by universities, and because the word "professor" occurs in the second sentence. Choice (C) is incorrect, again, because we have to answer keeping the phrase "according to the author" in mind. Certainly the information contained in the paragraph seems to support Choice (C), but nowhere does the author explicitly state this. Choice (D) is contradicted by information in the last sentence (15% wouldn't be considered rare), but more importantly, again, this assertion is not stated explicitly by the author. Choice (A) is the correct choice and is directly supported by the first two and the last sentences.

12. The answer is choice b. We have now begun the grammar portion of this section, and we have begun with a beauty. We purposely started off with something that you probably wouldn't know to show you the value of being persistent and careful. Even though you might not have known why choice b was the answer, you could have gotten the question right by eliminating the other choices. If you read choices a and c aloud, you may notice that neither one sounds right. Choice a is incorrect because the pronouns don't all agree. A pronoun stands for a noun. In this case, all the pronouns refer to that one person, the unnamed woman who is attractive and cares about how she looks. Notice the she? In choice a, they is used, and it's wrong because it's plural. Choice c is even worse. What is this sentence saying? Who knows? Choice d has a problem known as subject-verb agreement. A subject and its verb must agree. If the subject is singular, the verb must be singular. If the subject is plural, the verb must be plural. The subject of this sentence is minicopier, and it's singular. It's separated from its verb by a very long and not very well written phrase. The trick is that the phrase is so long that, by the time you get to the verb, you forget what the subject is. Counting on this, we have used the plural form -- weigh. But since the subject is singular, the proper verb form is weighs.

Now, why is choice b the answer? Choice b is correct in terms of Formal English. The problem is that few of us talk this way. In comparisons using than or as, we tend to use objective pronouns (me, her, him, us, them) rather than nominative or subjective pronouns (I, he, she, we, they). In this case, most of us would say "better than her" rather than "better than she." The truth is that sometimes she is correct and sometimes her is correct. It all depends on how the pronoun is being used. In this case, what's really being said is: No one knew the problems better than she (knew the problems). It's proper to use she because she is the subject of the understood verb knew. We wouldn't say "her knew the problems." Sometimes in comparisons using than or as, the pronoun is the object of an understood verb or preposition. If this is the case, then an objective pronoun should be used. For example: Watching the election returns upset her as much as (it upsets) me. When faced with a comparison like this, you can find the correct answer by finishing the sentence. Sometimes, however, either meaning could be correct. We often say something like: Karen likes Marc better than me. We may mean that Karen likes Marc better than I (like Marc), or we may mean that Karen likes Marc better than (she likes) me. There is no way of knowing what the true meaning is without having more information. In conversation, we can ask for clarification or gather the meaning from the context. On an exam, that context may be missing. If you do get questions using than or as in a comparison, the meaning will probably be clear. If it's ambiguous, there is probably something wrong with the sentence.

13. The answer is choice d. If you never think about using whom or if you know very well when to use whom, this question probably wasn't difficult for you. But, if you don't fit into either of those categories, you probably had to use the process of elimination.

Choice a is incorrect because of subject-verb disagreement. When compound (two or more) subjects are joined by or or nor, the verb form is determined by the subject that is closest to the verb. If the closest subject is plural, the verb must be plural; if the closest subject is singular, the verb must be singular. (This also means that, if all the subjects are singular, the verb must be singular. If all the subjects are plural, the verb is plural.) In choice a, the subject closer to the verb is representative, and so the verb should be regrets.

Choice b is incorrect because the verb tenses are illogical. First the plans were made (earlier this year), then they were "no longer being considered." But the tenses don't show this. The thing that happened earlier is in the present tense, and what happened later is in the past tense.

Choice c also has verb problems; it should be "I would have ridden." Rode is the past tense of to ride, ridden the past participle. In most cases, the past and the past participle share the same form. For example: I danced/I have danced; I worked/I had worked; I play/I will have played. The forms are called irregular when they are not the same. Examples: I began/ I have begun; I did/I had done; I chose/I will have chosen. If you have a problem with verb tenses in general, and verb forms in particular, you may want to work with a grammar book.

Choice d is correct because who is the subject of had. Since it's used as a subject, we employ the nominative case (who), rather than the objective case (whom). It may help to rephrase the sentence using a different pronoun: She said he had it. Now it's obvious --isn't it?

14. The answer is choice d. Choice d is a rather tame sentence; it contains no tricks. Choice a is incorrect because it sounds as if the memo were writing at the desk. We know that's not what is meant, but it sounds silly, and it forces the reader to stop and think about what's going on. The problem occurs because the phrase writing at the desk is in the wrong place. It needs to be close to the subject of its action. Because it's next to memo, our first thought is to match the two up. In reality, whoever is represented by her is the one who is writing at the desk. A better arrangement of the parts of this sentence would be: While she was writing at the desk, the memo was handed to her for her immediate attention. Choice b is unclear. Does it mean that Carla never waters Carl's plants, or that she never forgets to water Carl's plants? Logic would tell us that it's the latter,

but the sentence is ambiguous, and ambiguity is one of the cardinal sins of written English. Choice c is incorrect because not only belongs with but also (or but with also understood). They just go together. Not only introduces an idea and but also takes it even further. In choice c, things start out fine and then flatten out. The sentence should read: Not only are they good workers, with excellent writing and speaking skills, but they also can get to the crux of any problem we hand them.

15. The answer is choice c. Choice c is correct because the subject of the verb is papers, not here. Since papers is plural, the plural form are is correct. Here and there cause problems because we tend to think that whatever comes first is the subject. We make the verb singular to agree with here or there, which look singular, and ignore the real subject.

Choice a is incorrect because its structure is not parallel. One solution would be to change it to read: It's obvious that Nick offends people by being unruly, inattentive, and impatient. In writing, ideas in a series should be expressed in ways that match -clauses with clauses, infinitives with infinitives, adjectives with adjectives, and so on. Some examples might make this clearer. The underlined words create the problem, the words in parentheses provide the solution. She loves swimming, skiing, and to play basketball (playing basketball). The company can cut costs by eliminating bonuses, laying people off, or postpone factory renovations (postponing). Critics agree the movie was unrealistic, slow, and it was not very interesting (uninteresting).

Choice b is unclear. Who has to leave soon? Marcia or Genie? In spoken English, we use emphasis, gestures, or context to make this understood. In written English, this has to be spelled out. A clearer sentence would be: Marcia told Genie that Genie would have to leave soon. Or: Marcia told Genie that Marcia would have to leave soon. You may not like the way these sentences sound, but they are correct.

Choice d is incorrect because you're is the contraction for you are. The sentence should read: Julio was startled by your comment.

16. The answer is choice d. Choice a is incorrect because good should be well. Choice b is incorrect because the verb tenses don't match. The "approaching" and the "telling" are taking place at approximately the same time, and the verbs should be in the same tense. Since the client appeared first, arrive has to be in an earlier tense. If the most recent action is taking place in the present, arrive must be either in the past or the

past perfect (approaches John and tells him that the client arrived, or has arrived). If the most recent action is taking place in the past, the past perfect form of to arrive must be used (approached John and told him that the client had arrived). Again, please consult a grammar book if you find verbs confusing.

Choice c has a pronoun agreement problem. Somebody is a singular indefinite pronoun. Any other pronoun in the sentence that refers to somebody must also be singular. Us is OK because it doesn't refer to somebody, but they is incorrect because they and somebody refer to the same anonymous person. A singular form must be used: If somebody can supply us with the correct figures, he (or he or she) should do so immediately.

Other singular indefinite pronouns are: one, each, neither, either, everyone, no one, anyone, someone, everybody, nobody, anybody, somebody, everything, nothing, anything, something.

These indefinite pronouns are always plural: several, many, few, others, both.

These may be either singular or plural, depending on the meaning of the sentence: none, any, some, most, all.

17. The answer is choice a. Between you and me is correct because between is a preposition and the objective case me (not I) is its object. Compound objects and those that come at the beginning of sentences seem to give people trouble. Few people would say for I, but many are tempted by for you and I. As for why people don't like to use objective case pronouns at the beginning of a sentence -- even when it's correct to do so --- perhaps they are conditioned to think that the subject comes first.

Choice b is incorrect because it sounds as if a snack bar has suddenly appeared and is rounding the corner. This is similar to choice a of Question 13. A better version would be: As we rounded the corner, we saw the snack bar. Choice c is incorrect because the prepositional phrase to the Supreme Court is in the wrong place. This sentence should read: Parker's radical reputation made his appointment to the Supreme Court impossible. Choice d has a verb tense problem. According to choice d, "we" arrive in the past, but Marion finishes briefing James in the present. This is impossible because the sentence says, "By the time we arrived..." This means that Marion had finished the briefing before "we" got there. The action that comes first should be in an earlier tense. Since arrived is in the past, finished should be in the past perfect. The sentence should read: By the time we arrived, Marion had finished briefing James.

18. The answer is choice a. Choice b is incorrect because it contains a double negative, and this is considered illogical in formal English. In math, two negatives equal a positive. Similarly, these two negatives (wasn't and no) cancel each other out. Choice c is incorrect because whose should be who's. Whose is a possessive pronoun, who's is the contraction for who is. Whenever you are given a sentence like this on an exam, you can be sure of using the correct form by substituting who is for the form given in the sentence. Here are some examples: (Who's/ Whose) coming to dinner? Who is coming to dinner? Right. Do you know (who's/whose) sweater this is? Do you know who is sweater this is? Wrong. Choice d is incorrect because much should be many. Much is used for things that can't be split into parts, many is used for separate items. For example: much money, many dollars; much sense, many cars; much air, many tanks. The same is true of less and fewer. Less is used for things that can't be split into parts, fewer is used for separate items. For example: less water, fewer hurricanes; less bread, fewer loaves.
19. The answer is choice c. The problem here is that we have no way of knowing who they is. Is it the supervisors or the employees who are always late and always leave without telling anyone? Only choice c makes this clear. Choice d does not solve the problem. It only mentions one employee, but it says "their desks." Either the supervisors expect this one employee to be chained to the supervisors' desks, or the sentence contains a usage error. It wouldn't be logical to assume that the sentence was only talking about one employee, but if it were, then the form should be his or her -- unless the employee's gender 'were known. (The supervisors expected the employee to never leave his or her desk, but they would always be late or leave without telling anyone.)
20. The answer is choice b. The original sentence is redundant; it says the same thing over again. It's unnecessary to say the one who is department supervisor he because department supervisor alone is enough. It's obvious that there is only one person, that this person is the department supervisors, and that this one person is going to call. Unless it's crucial to the meaning of the sentence, there is no reason to indicate that this person is a "he." It's also unnecessary to use both morning and a.m. Morning is the a.m., there is no doubt about that. This may seem picky to you, and it is, but it's important in written English to eliminate excess words. Choice d is incorrect because, while it is not redundant, it also doesn't give all the information included in the original sentence. It doesn't say what time the supervisor will call.

21. The answer is choice a. The original sentence is wordy (the cost of which to attend) and uses the word prohibitive incorrectly. Here, prohibitive refers to the conference -- "A conference . . . may be prohibitive" This is incorrect because the writer means that the costs are prohibitive, the costs prohibit the workers from attending the conference. The conference itself cannot be prohibitive. Choice b is incorrect for the same reasons. Choice c is incorrect because who is used to refer to conference. Who (or that) is used for people, which (or that) is used for things. Choice d is incorrect because it uses the wrong pronoun. The phrase should be either may be too expensive for or may seem too expensive to. Also, on a weekly basis is wordy.
22. The answer is choice c. The original sentence is incorrect because it is not proper to use they say. Unless a specific they is referred to, the phrase is redundant. In other words, if they were being used to refer to known individuals, it would be all right to use it. But when they is used as a general reference to an unknown, it is incorrect. Choice a is incorrect for the same reason. In fact, choice a leaves no doubt that an unnamed, vague authority is being referred to. Choice b is incorrect because it changes the meaning of the sentence. This is tricky. Even though the original sentence is incorrect, you still have to consider that its meaning is correct. Any choice you select to improve it can not change its original meaning. In this case, the original sentence says that "excessive motivation can inhibit the creative process." This means that it may or it may not. Choice b says that it will. This means always or under most circumstances. Choice d is incorrect because it too changes the meaning of the sentence. In fact, it distorts the meaning so that the sentence makes no sense. Because is used to link the two ideas, but the wording of the sentence does not indicate a cause and effect relationship. The reader is left wondering how these two ideas relate.
23. The answer is choice d. The original sentence is incorrect because it's not a sentence. It begins with a prepositional phrase, and so it has no subject. Choice a is incorrect for the same reason. Choices b and c are incorrect because they do not remain true to the meaning of the original sentence. There is nothing to indicate that we made a general announcement saying that we were calling for the best option (choice b). There is also nothing to indicate that we telephoned (called) anyone (choice c). The tone of the original sentence indicates that it is meant to be a general truth, not a description of a specific incident. Choice d may sound a little formal, but it's the best of the choices given. It presents a general rule about how to select the best option.

PARAGRAPH ORGANIZATION:

One way to approach this kind of question is to cover up the choices and write the sentence order you think would best organize the paragraph. Then you can compare your choice with the four choices given, and select the choice that is closest to your own. There may be times when you won't like any of the four possible choices. In those cases, you will need to select the best of the four choices, even if you're a little uncomfortable with it.

24. The answer is choice d. Choice a is incorrect because it is not well organized. It would make much better sense if sentences three and four were placed at the end of the paragraph rather than in the middle. Choice b is incorrect because sentences three and four are reversed and don't make sense in this order. Choice c--is incorrect because it makes no sense to start the passage with the fifth sentence. This sentence talks about a reason behind something, but we have no idea what it is referring to. Choice d is by far the best choice because it is logical and it flows well.
25. The answer is choice a. Choice b is incorrect because it "jumps the gun." Sentence three does not fit at all where it is placed in the paragraph. Sentence one must come before it in order for it to make sense. Choice c is incorrect because it makes no sense to start the paragraph with the fifth sentence. We don't have any way of knowing what "this trend" is. It feels as if we're starting in the middle of something. Choice d is also not very well organized. In this case, sentence three is used to begin the paragraph. This positioning could work as a rhetorical device if the sentences that followed it flowed together better or backed it up. They don't, however, and choice a is a far better answer.
26. The answer is choice c. Choice a is incorrect because sentence three should immediately follow sentence four. Sentence three explains what sentence four means "by food." There is another problem with choice a -- sentence one should immediately follow sentence five. The "they" mentioned in sentence one refers to the blood sugar levels mentioned in sentence five. By having sentence one follow sentence three, it seems as if either real food, junk food, or unhealthy snacks are referred to by "they." Choice b is incorrect because it is a badly organized paragraph. Sentence two is out of place, because we have no idea, at this point, what can stabilize blood sugar levels. And placing sentence one after sentence two makes no sense whatsoever. Choice d is incorrect because sentence one should immediately follow sentence five, as discussed earlier. Choice c is the best organized of the four choices.

27. The answer is choice d. Choices a and b are incorrect because they are so badly organized that it's difficult to understand what either of them is trying to say. Although choice c begins well by starting with sentence four, it too is very disorganized. Choice d is by far the best choice. If this passage seems difficult to you, we suggest you read choice d carefully several times to understand its meaning. Then reread the other choices to see why they are badly organized.

28. The answer is choice c. If you were to receive this question at this point on an exam, you might feel the subject matter was appropriate, but you can't get discouraged. Patience and endurance are critical for doing well on exams. Choice a is incorrect because it is not as well organized as choice c. Sentence four is out of place; it would make a lot more sense as the concluding sentence. In choice a, it is just sort of stuck in the middle of the passage. Choice b is incorrect primarily because sentence one seems out of place, and does not fit well at all as the concluding sentence. Choice d is incorrect because it is badly organized. Sentence two has no business coming between sentences three and five, and sentence four shouldn't precede sentence one. Choice c is the best choice because it is well organized and because it is the only choice which uses sentence four as the concluding sentence.

INFORMATION PRESENTATION:

29. The answer is choice c. Choice a is incorrect because it is so choppy. It sounds like Jack Webb talking. Choice b is incorrect because there is a grammatical error in the first sentence, which was easy to overlook if you read it too quickly. It should read "listening skills will be important in improving the quality of your interactions." There is also a poor transition between the third and fourth sentences. Choice d is incorrect because it is a little wordy and repetitious, and uses fillers. There's also a mixed metaphor in the first sentence, with the "very important tool in the effective supervisor's arsenal." Weapon in the arsenal would have been better. Still, you might have had to select choice d if there wasn't a better choice. It flows fairly well, and the sentence order is logical. Choice c is the better paragraph, however, because it is more concise and better written.
30. The answer is choice b. Choice a is incorrect because the next to last sentence should state the best supervisors. Without this information, the sentence is unclear. Choice c is incorrect because it is choppy and because the next to last sentence begins with they. It would have been better to continue using the singular form because it is referring to the "supervisor who wants to change." Choice d is incorrect because it is repetitious. For example: Sentence two says, "This mistaken belief has the same result as . . ." and sentence three says, "Both attitudes can lead to the same result." In addition, sentence four does not follow smoothly after the third sentence. Choice b is much better written.
31. The answer is choice a. This is not a particularly well written paragraph, but it's the only one that doesn't contain an omission or a serious error. Choice b is incorrect because it doesn't make any distinction between those who are treated with arrogance or defensiveness and those who are overly flattered. The original makes it clear that it's supervisors who are flattered, and those supervised who are treated rather badly. Choice c is incorrect because of a grammatical error in the second sentence, "the new supervisor may behave defensive towards those . . ." It should be "behave defensively." Choice d is incorrect because of a mistake in the last sentence. ("He or she may then display arrogant or defensive behavior toward those they supervise, or become overly flattering towards their supervisors.") The sentence begins with the singular form (he or she) and switches to the plural (they, their) in mid-sentence.
32. The answer is choice a.

33. The answer is choice a. The other choices are incorrect because Freedom of Information laws do not require the publication of anyone's medical records
34. The answer is choice b. HIV can be communicated by sharing needles. Therefore, some health officials favor needle exchange programs, which provide drug users with clean, sterile needles. People who oppose needle exchange programs believe that these programs promote or condone the use of illegal drugs. The other choices are incorrect because needle exchange programs are not intended to control the spread of drugs, help addicts overcome their addiction, or reduce the number of drug overdoses.
35. The answer is choice c. Choice a is incorrect because teenage pregnancy remains a serious problem in New York State. Choice b is incorrect because teenage pregnancy is not confined mainly to large cities. Choice d is incorrect because teenage pregnancy has no particular effect on the Department of Taxation and Finance.
36. The answer is choice b. The main function of the Crime Victims Board is to help the victims of crime recover from their physical injuries and financial losses.
37. The answer is choice d. Choice a is incorrect because making the Internet more "competitive" is not a social issue. Choice b is incorrect because no one has proposed licensing Internet users. Choice c is incorrect because no one has proposed providing tax breaks to Internet users.
38. The answer is choice c. Choice a is incorrect because most hospital stays are becoming shorter rather than longer. Choice b is incorrect because health care costs have been increasing not decreasing. Choice d is incorrect because concern over the cost of health care has become a major social and political issue.
39. The answer is choice c. The other choices are incorrect because they are not goals of managed health care programs.
40. The answer is choice a.
41. The answer is choice b. Privatization refers to the practice of using private businesses to do work previously done by public employees. People opposed to privatization believe that these businesses care more about profit than about the public good.
42. The answer is choice b. Welfare reform is intended to move people from welfare to work. One of the major costs involved in this process is providing child care so that parents can go to their jobs. Choice a is incorrect because the goal of reform is to have fewer people on welfare, not more. Choice c is incorrect because welfare reform does not provide additional benefits to illegal immigrants. Choice d is incorrect because free public education has nothing to do with welfare reform.

43. The answer is c. All other statements include reference to the Fair Hearing Unit or the Fair Hearing process. c. refers to the verification for the need for service
44. The answer is choice d. Starting with the figures from FY 1995 in the TANF category subtract the previous year ie. FY 1995, 854,394-FY 1996, 826,466 = 62,754; FY'96, 826,466-FY'97 746,785= 66,635; FY'97 746,785-FY'98 648,381=98,404; FY'98 648,381- FY'99 581,746= 79,681 and FY '99 581,746- FY'00 518,992=27,928. Thus the answer is d with the largest change of 98,404.
45. The answer is b. To determine the correct answer the total from the SN column for FY '95, 292,436 less the total from the SN column for FY'89, 155,672 = 136,764
46. The answer is d. Looking at the chart for the numbers have gone down but in certain years they have gone up, particularly in the SN category. In a. and b. the key word is consistently in looking at the chart there is no consistent increase or decrease in either category. c addresses increases in both categories, this is erroneous by looking at the actual numbers and the topic of the chart "record lows".
47. The answer is a. According to the criteria and the chart Julia meets the requirement of needing help in performing 8 basic tasks in order to be eligible for a full time Home Aide. Although she is 48 years old the site director has waved the age requirement.
48. The Answer is b. According to the criteria and the chart Barbara mdeets the requirement of needing help in performing 4 basic tasks which would make her eligible for part-time service
49. The answer is d. Bob is not entitled to any services. Although he is described as frail he has family who are willing to met his needs with the assistance of the Visiting Nurse service.
50. The answer is d. Jacques is not entitled to any services he needs no help in performing basic tasks.

SUPERVISOR EXAM II

For each question, select the letter that represents the best choice.

1. When assigning work, which of the following criteria would be best for a supervisor to use?
 - a. allow each employee to select the tasks he or she does best
 - b. assign all unimportant work to the slower employees
 - c. assign the more tiring tasks to the newer employee
 - d. assign tasks based on the abilities of employees

2. You have been supervising ten people for 16 months. During that time, your employees have never reported any problems to you. It is likely that:
 - a. you are doing such a good job there is no room for improvement
 - b. since your staff is small, the chances of problems arising are smaller than in a larger unit
 - c. for some reason your staff is reluctant to discuss problems with you
 - d. your employees are very competent, and are handling all of the problems well by themselves

3. Your supervisor informs you that three of your fifteen employees have complained to her about your inconsistent methods of supervision. You should:
 - a. offer to attend a supervisory training program
 - b. first ask her if it is proper for her to allow these employees to go over your head
 - c. ask her what specific acts have been considered inconsistent
 - d. explain that you've purposely been inconsistent because of the needs of these three employees

4. On short notice, a supervisor must ask her staff to work overtime. Of the following, It would be best to:
 - a. explain they would be doing her a personal favor which she would appreciate a great deal

- b: explain why is necessary
 - c reassure them that they can take the time off in the near future
 - d. remind them that working overtime occasionally is part of the job requirement
5. One of your employees has begun reporting to work late on the average of twice a week. You should:
- a. send a memo to everyone in your unit, stressing that lateness can not be tolerated
 - b. privately discuss the matter with the employee to determine if there are any unusual circumstances causing the behavior
 - c. bring the issue up at the next staff meeting, without singling out any employee
 - d. ask one of your employees to discuss the matter with the individual
6. One of your employees submitted an application for acceptance into a career development workshop two months ago, and has heard nothing. The individual tells you that when one of her co-workers submitted an application he received a reply a week later. Which is the best response for you to make?
- a. "This is obviously a case of discrimination, I'll bring it to the Affirmative Action officer immediately."
 - b. "Next time YOU submit a request for something of this nature, let me know and I will write a cover letter that will carry more weight."
 - c. "Perhaps it was an oversight. Why don't you call the organization and ask why you've heard nothing?"
 - d. "It looks like you won't be accepted this year. Be sure to try again next year."
7. In order to meet deadlines, a supervisor should:
- a. schedule the work and keep informed of its progress
 - b. delegate work
 - c. hire temporary personnel
 - d. know the capabilities of his or her most reliable employees
8. Your supervisor has given instructions to your employees, - in your absence, that differ from those you had given them. You should:

- a. have your employees follow your instructions
 - b. have your employees follow your supervisor's instructions
 - c. discuss the matter with your supervisor
 - d. discuss the matter with your employees and find out which method they think is best
9. You have found it necessary to return an assignment completed by one of your employees so that several changes can be made. The employee objects to making these changes. The most appropriate action for you to take first is to:
- a. inform the employee that he or she is free to object to your supervisor
 - b. ask if the employee has carefully read your proposed changes
 - c. calmly state that your decision is final, and further discussion will most likely be useless
 - b. allow the employee to present his or her objections against making the changes
10. You are preparing a vacation schedule for your employees. The factor which is least important for you to consider in setting up the schedule is:
- a. the competence of each employee
 - b. the vacation preference of each employee
 - c. the anticipated workload in the unit
 - d. how essential each employee's services will be during the vacation period
11. Among the problems that confront a new supervisor in relation to her or his employees, the one which requires the most unusual degree of skill and diplomacy is:
- a. changing established ideas
 - b. calling attention to mistakes
 - c. gaining the respect of employees
 - c. training new employees
12. Of the following, the best indication of high morale in a

supervisor's unit would be:

- a. the unit never has to work overtime
- b. the supervisor often enjoys staying late to plan work for the following day
- c. the unit gives expensive birthday presents to each other
- d. the employees are willing to give first priority to attaining group objectives, subordinating personal desires they may have

13. In the satisfactory handling of an employee's complaint which is fancied rather than real, the complaint should be considered:

- a. not very important since it has no basis in fact
- b. as important as a grievance grounded in fact
- c. an attempt by the employee to create trouble
- d. an indication of a psychological problem on the part of the employee

14. You are attempting to teach a new employee in your unit how to change a typewriter ribbon. The employee is having a great deal of difficulty changing the ribbon, even though you have always found it simple to do. Before you spend more time instructing the individual, you should:

- a. ask if the employee working nearest would take responsibility for changing the ribbon in the future
- b. tell the employee that you never found this difficult, and ask what he or she finds difficult about it
- c. review each of the steps you have already explained, and determine whether the individual understands them
- d. tell the employee that YOU will continue after lunch, because you are getting irritable

15. An employee you supervise frequently protests when receiving any assignment that requires the typing of tabular material, although she then performs the task competently. Her protests are causing resentments among the other employees, and interfering with their work. You should:

- a. arrange to give such assignments to her when no other employees are present

- b. threaten to formally discipline her if she continues to protest
 - c. explain the effect her actions are having on the other employees' performance, and ask for her cooperation
 - d. ask one of the employees who is upset by her behavior to speak with her
16. Lax supervision has been blamed largely on the unwillingness of supervisors to supervise their employees. The chief reason for this unwillingness to supervise is based mainly on the supervisors':
- a. failure to accept modern concepts of proper supervision
 - b. doubt of their ability to keep pace with modern techniques and developments in supervision
 - c. fear of complaints from employees, and the supervisors' wish to avoid unpleasantness
 - d. inability to adhere to the same high standards of performance which are required of employees
17. The appraisal of employees and their performance is an integral part of the supervisor's job. There is wide agreement that several basic principles must be taken into account by supervisors involved in the appraisal process in order to perform this function correctly. The one of the statements below that least represents a basic principle of the appraisal process is:
- a. appraisals should be based more on performance of definite tasks than on personality considerations
 - b. appraisal of long-range potential should rely heavily on subjective judgment of that potential
 - c. appraisal involves the use of value judgments by the supervisor and does, therefore, require reference to pre-established standards
 - d. appraisal should aim at emphasizing employees' strengths rather than weaknesses
18. Of the following, it is least essential for a supervisor to issue written instructions in assigning work to an employee when:
- a. the instructions will be passed on to others
 - b. the supervisor will be present to check the quality of the work

- c. the assignment involves much detail
- d. the employee has often misinterpreted instructions

19. Although accuracy and speed are both important in the performance of work, accuracy should be considered more important mainly because

- a. most supervisors insist on accurate work
- b. much time is lost in correcting errors
- c. a rapid rate of work cannot be maintained for any length of time
- d. speedy workers are often inaccurate

20. If an employee has done a complicated task well, his or her supervisor should:

- a. tell the employee that he or she has done a good Job
- b. call a staff meeting to see if anyone has suggestions for improving future performance of the task
- c. avoid commending the employee, as performing competently is what they are paid to do
- d. confide in the employee that he or she is the best worker in your unit

21

You are a newly appointed supervisor in a large office. It had been the practice in that office for the employees to take an unauthorized coffee break at 10:00 a.m. You have been successful in stopping this practice, and for one week no one had gone out for coffee at 10:00 am. One day a stenographer comes over to you at 10:15 a.m., appearing to be ill. She states that she doesn't feel well and that she would like to go out for a cup of tea. She asks YOUR permission to leave the office for a few minutes. You should:

- a. telephone and have a cup of tea delivered to her
- b. permit her to go out
- c. refuse her permission, explaining that YOU don't wish to set a bad example
- d. tell her she can leave for an early lunch

22. A clerk in your unit performs work quickly but carelessly. The head of another unit this employee wishes to transfer to asks you for your opinion of the employee's work. It would be best for you to:
- emphasize the employee's good points and downplay the bad
 - allow the employee to begin with a clean record by avoiding any criticism
 - state that the employee works quickly but carelessly
 - warn the unit head that he or she would be making a big mistake by hiring the employee
23. You wish to reprimand a worker for neglect of duty. It would not be good practice to:
- allow yourself a cooling off period of several days before you administer the reprimand
 - give the employee a chance to reply to your criticism
 - be very specific about the particular act for which you are reprimanding the employee
 - reprimand the employee when you are alone with him or her
24. One of the employees you supervise has just put up a small poster in her work area that two of your eight employees find obscene and distasteful. While you don't like the poster either it doesn't upset you. The two employees already have complained to you about the poster. Of the following, YOU should:
- have the two employees talk to the individual and explain why they are offended
 - privately explain to the individual that her poster is causing some problems, and seek her cooperation in removing it
 - do nothing, as the employee has the right to express her feelings
 - compromise and allow her to display the poster half of the time
25. "One of the most effective ways to build a sense of employee pride, teamwork, and motivation-is for the supervisor to seek advice, suggestions, and information from, employees-concerning ways, in which work should be solved... Many experiments in group decision making have indicated that work groups can help the supervisor in improving decision making: Where employees feel that they are really part of a team and that they have a significant influence on the decisions that are made, they are more likely to accept

the decisions and to seek new solutions to future difficult problem
According to the above passage, a supervisor should:

- a. almost always follow the advice of his or her employees in handling difficult problems
- b. always seek advice from employees when handling difficult problems
- c. choices a and d, but not b
- d. look to employees for assistance in decision making

26. You have just had a private discussion with the employee with the poster in Question twenty-four. You have explained that her poster is causing some problems, and have asked for her cooperation in removing it. She has politely refused to do so, saying looking at it cheers her up, and she's been depressed lately. You should:

- a. wait a day or two to see if the incident "blows over" before deciding whether to take any further action
- b. call in the two disgruntled employees in question twenty-four within the hour and let them know they'll have to live with the poster, as you're not going to "act as a censor in the office."
- c. check agency policies to see if it's legal to have posters in work areas
- d. firmly but politely instruct the employee to take the poster down, as its interfering with the work of' the unit

27. Of the following, if a supervisor has an employee who is lacking in self-confidence but is otherwise capable, the supervisor should

- a. give the employee a forceful pep talk
- b. overly praise the employee to increase his or her confidence
- c. find out if the condition is caused by home problems
- d. compliment the employee's work whenever possible

28. An employee reprimanded for poor performance tells her supervisor that her recent behavior has been due to a serious family problem. The supervisor suggests several programs which may be able to help her. The action of the supervisor was

- a. inappropriate; the supervisor should not involve herself in the personal affairs of her subordinates
- b. appropriate; personal problems frequently affect job performance

- c. inappropriate; the employee may consider the supervisor responsible for the subsequent action of the social agencies
 - d. appropriate; the discussion with the supervisor will in itself tend to solve the problem
29. Your supervisor informs you that the employee turnover rate in your office is well above the norm and must be reduced. Which one of the following initial steps would be least appropriate in attempting to overcome this problem?
- a. decide to be more lenient about performance standards and about employee requests for time off, so that your office will gain a reputation as a good place to work
 - b. discuss the problem with a few of your employees whose judgment you trust to see if they can provide insight into the underlying causes of the problem
 - c. review the records of employees who have left during the past year to see if they can shed some light on the underlying causes of the problem
 - d. carefully review your training procedures to see if they can be improved
30. The management principle that each employee should be under the direct control of one immediate supervisor at any one time is known as the principle of:
- a. chain of command
 - b. span of control
 - c. Unity of command
 - d. homogeneous assignment
31. The employees of a unit have been wasteful in the use of office supplies. Of the following, the most desirable action for the supervisor to take to reduce this waste is to:
- a. determine the average quantity of supplies used daily by each employee
 - b. find out which employees have been most wasteful, and reprimand those employees
 - c. discuss this matter at a conference with the staff, pointing

- d. issue supplies for an assignment at the time the assignment is made, and limit the quantity to the amount needed for that assignment only
32. You supervise nineteen employees in a unit which is located directly across from the Commissioner's office. One of your new employees has a habit of "showing off" whenever the Commissioner is nearby. You have just heard other employees laughing about this behavior among themselves. You like the new employee, and would like the employee to be accepted by the others.
- Of the following, you should:
- a. discuss the situation with two of the older employees, and seek their cooperation in being a little more tolerant
 - b. talk with the new employee, and gently explain the situation
 - c. discuss the situation with your most trusted employees, and ask them to talk to the others
 - d. do nothing
33. One of your employees comes to you and complains of sexual harassment by your supervisor. The employee has frequently complained about minor issues in the six months she's been there. You've known your supervisor for thirteen years, and respect him a great deal. Of the following, you should:
- a. firmly let the employee know what a serious allegation she is bringing against your supervisor
 - b. let the employee know you will take her concerns seriously"
 - c. call your supervisor and give him a chance to prepare a defense
 - d. inform the employee that she'd better have concrete proof for a charge of this nature
34. The one of the following which is usually the poorest reason for transferring an employee is to:
- a. grant a doctor's request that the employee work nearer to his or her home
 - b. take care' of changes in workload
 - c. relieve the monotony of work assignments
 - d. discipline the employee
35. A good way for a supervisor to retain the confidence of his or her employees is to:

- a. say as little as possible
 - b. check work frequently
 - c. make no promises unless they will be fulfilled
 - d. never hesitate in giving an answer to any question
36. Your supervisor has discovered a serious error in work done by your unit, under your supervision. Of the following, it would be best to:
- a. assure your supervisor it won't happen again
 - b. state that mistakes are unavoidable because your unit is understaffed
 - c. assure your supervisor you will find out how the mistake occurred so that you can prevent it happening again
 - d. assure your supervisor that you will investigate and then reprimand the employee responsible
37. Good supervision is essentially a matter of:
- a. patience in supervising workers
 - b. care in selecting workers
 - c. skill in human relations
 - d. fairness in disciplining workers
38. It is most important for an employee who has been assigned a monotonous task to:
- a. perform this task before doing other work
 - b. ask another employee to help
 - c. perform this task only after all other work has been completed
 - d. take measures to prevent mistakes in performing the task
39. One of your employees has violated a minor agency regulation. The first thing you should do is:
- a. warn the employee that you will have to take disciplinary action if it should happen again
 - b. ask the employee to explain his or her actions
 - c. inform your supervisor and wait for advice

- d. write a memo. describing the incident and place it in the employee's personnel file
40. Your unit head has issued orders changing working procedures that your staff disagrees with. It would be best for you to tell your employees that:
- a. you do not like the changes either, but the unit head wouldn't listen to you
 - b. they should write a memo detailing their complaints to the unit head
 - c. nothing can be done, even though you feel they are correct
 - d. you will discuss their objections with the unit head
41. One of your employees tells you that he feels you give him much more work than the other employees, and he is having trouble meeting your deadlines. You should:
- a. ask if he has been under a lot of non-work related stress lately
 - b. view his recent assignments to determine if he is correct
 - c. explain that this is a busy time, but you are dividing the work equally
 - d. tell him that he is the most competent employee and that is why he receives more work
42. It is generally considered proper that the number of employees immediately supervised by a higher, upper echelon supervisor:
- a. should be equal to the number of employees supervised by a lower level supervisor
 - b. should be larger than the number supervised by a lower level supervisor
 - c. should be smaller than the number supervised by a lower level supervisor
 - d. none of the above
43. Some managers propose that work assignments be made by

assigning a varied set of tasks to a group of employees and then allowing the group to decide for itself how to organize the work to be done. The one of the following which is considered to "be the chief advantage of this system is that it:

- a. encourages employees to specialize in the work they are assigned to do
- b. reduces the amount of control employees have over their work
- c. increases the employees' job satisfaction
- d. reduces the number of skills the employee is required to learn

44. You find that you have unjustly reprimanded one of your subordinates. You should:

- a. ignore the matter, but be more careful in the future
- b. readily admit your mistake to the employee
- c. admit your mistake at your next staff meeting, so that Your employees will know how fair you are
- d. admit your mistake, but blame the misunderstanding on your supervisor

45. An experienced, self confident employee carelessly omitted an essential operation on a job assigned to her. As a result the completion of an important urgent report was delayed for several hours. A few days later, a relatively inexperienced, sensitive co-worker made a similar careless mistake with similar negative results. The supervisor of the two employees was more gentle in reprimanding the latter than the former employee. The supervisor' action in administering reprimands of unequal severity to these two subordinates was:

- a. not appropriate because fairness requires that subordinates responsible for like mistakes receive reprimands of like severity
- b. appropriate because supervisors should consider the temperament of subordinates when reprimanding them
- c. appropriate because subordinates who accept greater responsibilities must likewise accept the consequent greater penalties for' their mistakes
- d. not appropriate because more experienced employees benefit less in general, from reprimands than less experienced employees

46. You've just overheard a tense discussion in the cafeteria between two of your best employees. One of them has owed the other \$40 for several months, and has not paid it back

or even mentioned the debt. The employees don't realize that you've overheard them. During that week, you should:

- a. not discuss the matter with either of them
- b. discuss the matter with both of them, as the conflict may adversely affect their job performance
- c. discuss the matter with the one who hasn't paid back the money
- d. put a clever but, meaningful cartoon up on your wall about the importance of paying back debts to friends

47. You have been supervising twenty employees for three months. You suspect that one of your employees, who has worked in the unit longer than anyone else, has perfected the "art of looking busy. You wish to find out how much work she is really accomplishing. Of the following, it would be least appropriate to:

- a. have a frank discussion with the employee about her performance
- b. set specific time limits on when you would like to get work back from her
- c. try to observe her more carefully while she is working
- d. be more careful when monitoring her work output

48. The supervisor of a central files bureau which has fifty employees customarily spends a considerable portion of time in spot-checking the files, reviewing material being transferred from active to inactive files, and similar activities. From the viewpoint of the department management, the most pertinent evaluation which can be made on the basis of this information is that the:

- a. supervisor is conscientious and hardworking
- b. bureau may need additional staff
- c. supervisor has not made a sufficient delegation of authority and responsibility
- d. bureau needs an in-service training course as the work of its employees requires an abnormal amount of review

49. You have just been appointed as supervisor of ten employees. The supervisor you are replacing demanded that her subordinates accept their assignments without question. She refused to allow them to exercise initiative in carrying out assignments, and maintained a constant check on their work performance. The

most appropriate policy for you to adopt would be to:

- a. gradually remove the controls you consider too strict and provide opportunities for your staff to participate in formulating work plans and procedures
- b. continue her rigid policies, as the employees are used to this
- c. discontinue all strict controls immediately and give the employees complete freedom in carrying out their assignments
- d. ask your employees what method of supervision they would prefer

50. "In any public agency, the top administrative officials are concerned largely with the work of overall creative planning with respect to the anticipated progress of the agency. The first-line supervisors, on the other hand, are concerned largely with the control of current action for the execution of current jobs." On the basis of this quotation, a first-line supervisor would be chiefly responsible for:

- a. increasing or decreasing the responsibilities of his or her unit to reflect changes in- the policies of the agency
- b. modifying the work assignments of his or her present staff to handle a. seasonal variation in the activities of the unit
- c. revising the procedure that is used for transmitting instructions from the head of the agency to the unit heads
- e. raising and lowering the production goals of his or her unit as, often as necessary to adjust them to the abilities of employees

SUPERVISOR EXAM II

ANSWER KEY

- | | | | |
|-----|---|-----|---|
| 1. | d | 26. | a |
| 2. | c | 27. | d |
| 3. | c | 28. | b |
| 4. | b | 29. | a |
| 5. | b | 30. | c |
| 6. | c | 31. | c |
| 7. | a | 32. | d |
| 8. | c | 33. | b |
| 9. | d | 34. | d |
| 10. | a | 35. | c |
| 11. | a | 36. | c |
| 12. | d | 37. | c |
| 13. | b | 38. | d |
| 14. | c | 39. | b |
| 15. | c | 40. | d |
| 16. | c | 41. | b |
| 17. | b | 42. | c |
| 18. | b | 43. | c |
| 19. | b | 44. | b |
| 20. | a | 45. | b |
| 21. | b | 46. | a |
| 22. | c | 47. | a |
| 23, | a | 48. | c |
| 24. | b | 49. | a |
| 25. | d | 50. | b |

SUPERVISOR EXAM II ANSWER KEY

1. The answer is (d). Choice a is incorrect because, while there is a growing recognition of the importance of worker participation, this is too drastic a measure to be the answer to this question. If each employee selected only the tasks they preferred, there's a good chance not all of the tasks would be done. Choice b is incorrect because we are looking for the best possible choice, and its premise is suspect. It's good to be suspicious of questions that contain expressions like "assign all unimportant work", they're often a little too broad to be correct. There may be situations where assigning all of the unimportant work (whatever that is) to slower employees may not be appropriate. In addition, we need to look at the other choices, as we need to select the best choice. Choice c is incorrect because it is not considered good supervisory practice to assign more tiring tasks to newer employees as a rule. Choice d, assigning tasks based on the abilities of employees, is the safest, and best, of the four choices. Supervisors need to be able to make maximum use of the resources available to them, and assigning tasks based on employees abilities is a good way to do this. When answering these questions it's good to remember that you may often not be fond of any of the choices, and will need to choose the one you dislike least of the four.
2. The answer is (c). Choice a is incorrect because it's highly unlikely there would be no room for improvement under the circumstances. Choice b is not a good explanation for the lack of problems reported. Choice d is unlikely, since the time span, 16 months, and the fairly large number of people would indicate some problems would occur in the unit. Choice c is the best of the four possible answers.
3. The answer is (c). Choice a is incorrect because, while a possible partial solution, it is not an appropriate response to the immediate problem. You also need to consider all of the other choices. Choice b is a defensive response to the problem, and is inappropriate. Choice d sounds like a rationalization, and, from this question, you would have no way of knowing whether this was really true. In addition, inconsistency is not considered good supervisory practice. Choice c is the best choice, as it is what the supervisor should do in this situation. As a supervisor, it's very important to be as specific as possible when evaluating employees. Conversely, it would be wisest to first receive as much specific information as possible to determine what action should be taken next.

4. The answer is (b). Choice a is incorrect because a supervisor should not resort to asking employees to work overtime as a personal favor. Choice c is incorrect because it may not be true that they can take time off soon, and is also not good supervisory practice. Choice d is heavy handed and may cause resentment. Choice b, explaining why it is necessary, is the best supervisor,, practice of the four.
5. The answer is (b). Choice a is incorrect, because it is too indirect a method, and may not obtain the desired results. Choice c is incorrect for the same reason. Choice d is incorrect because it is not good supervisory practice to have one of your employees speak to another about lateness. Choice b is the most appropriate action, and has the best chance of obtaining the desired results.
6. The answer is (c) . Choice a is jumping to an unwarranted conclusion, and would probably cause additional problems. Choice b may sound like the supervisor is trying to be helpful, but it is actually a rather tactless statement that implies the supervisor has more status, and that the employee would need the supervisor's assistance in order to get accepted. Choice d is incorrect because it is too pessimistic an assumption. Choice c is correct because it is the most logical reply, and the best of the four choices.
7. The answer is (a). Choice b is incorrect because it is too broad a statement, and doesn't directly address how a supervisor should meet deadlines. Choice c is incorrect because it is an impractical and expensive solution. Choice d sounds good, but it does not address the problem of meeting deadlines as directly as Choice a does. Choice a directly answers the question, and is the best of the four possible choices.
8. The answer is (c). Choice a is incorrect because it could get you in trouble with your supervisor. Choice b is incorrect because your instructions may be best, and you shouldn't discard your ideas automatically. Choice d is incorrect because it appears to be "too democratic" to be a possible test answer. It also may not endear you to your supervisor. Choice c is correct because it seems the wisest of the four possible choices.
9. The answer is (d). Choice a is incorrect because it is too heavy handed an approach. Choice b is a possibility, although it seems a little insulting. It shouldn't be ruled out completely, however, until you've read the others. Choice c is also. very heavy handed. Choice d is correct because it illustrates an important supervisory principle - that employees should always first be given a chance to explain their actions.

10. The answer is (a). It's important to watch out **for** the use of the phrase "least important" with these types of questions. Here, the vacation preference of each employee, the anticipated workload, and how essential each employee's services will be are all more important considerations than the competence of each employee, Choice a.
11. The answer is (a). For this question, you are looking for the problem which requires the most unusual degree of skill and diplomacy. Choices b, c and d may sometimes all be difficult for a new supervisor, but changing established ideas, Choice a, would require the most skill. Changing established ideas is considered one of the most difficult things to successfully accomplish as a supervisor, and this would be even more difficult for a new supervisor.
12. The answer is (d). Choices a ~ c may be true in some offices in "real life," but they wouldn't be the answer on an exam question like this. Choice b tells you little about the morale of the other employees. Choice d sounds like a "textbook answer", and is the best choice of the four given.
13. The answer is (b). This is an important point to remember. Even if there seem to be no grounds for a complaint, the fact that the complaint has been voiced is a clue that all is not well. The supervisor should treat the problem seriously, and not minimize the employee's situation. Choice b is the only answer that does this.
14. The answer is (c). Choice a is incorrect because not only will the new employee not learn how to do it, the action may lead to resentment by the employee who has been asked to change the ribbon for the new employee. Choice b is incorrect because it is a negative, impatient sounding response. Choice d, which may sound like a real life answer, is not a good choice for the same reason. Choice c is correct because it makes the most sense, and is also an appropriate response.
15. The answer is (c). Choice a is incorrect because not only is it impractical, it is a cowardly approach that doesn't solve the problem. Choice b is a heavy handed solution. Choice d is not good supervisory practice, and could lead to additional problems. Choice c is the most logical choice.
16. The answer is (c). Some people have a difficult time with questions like this, because the question is so broad. If that's the case, the best strategy is to choose a response that

seems the most logical of the four. In this case, the issue is lax supervision. Choices a ~ b imply that supervisors who are lax are not accepting or keeping pace with modern concepts and developments. There probably isn't any way you could get a definite answer about either opinion, but both don't seem to address the issue of lax supervision as directly as choices c and d. It's also difficult to tell a great deal of difference between the two choices, which may also be a clue that they can be eliminated. Choice d can be eliminated because it seems too critical of the behavior of supervisors. Choice c seems the most logical choice, and also addresses a probable cause of lax supervision very directly.

17. The answer is (b). Again, this is a question which asks you to consider which statement least represents something. Choice a can be ruled out because appraisals should be based more on performance than personality. Choice c can also be ruled out because it is very important to have standards to refer to. Choice d fools some people, as they aren't sure whether then should agree that appraisals should emphasize employees' strengths rather than weaknesses, as that may sound "too liberal. Even if you're not sure about choice d, however, choice b is so inappropriate that it would best fit the bill as the worst statement. Appraising long-range potential subjectively, rather than objectively, is definitely not good supervisory practice.
18. The answer is (b). Again, you are looking for the least essential condition. Choice a is incorrect because it would seem to be important to have written instructions when they will be passed on to prevent distortions or misunderstandings. Choices c ' d, where there is much detail or the employee has often misinterpreted instructions, would also be cases when written instructions would appear to be very helpful. Of the four, choice b seems to be the safest, as the supervisor would be present to check the quality of the work.
19. The answer is (b). Choice a is incorrect because all it is satin is that accuracy- is more important because supervisors insist on accurate work. While this may be the case in "real life", this is an exam question, and there should be a better answer in here somewhere. Choice c is incorrect because it is a statement that is very unlikely to be true. Choice d could possibly be the answer, as it does directly address the question of accuracy and speed, but choice b sounds like the "textbook answer," and is also more logical. If someone works quickly but -carelessly, their work will take more time and trouble to correct than the work of others.

20. The answer is (a). Choice b is an insulting, demoralizing thing to do. Choice c, while it may sound familiar, is not a good supervisory practice, and may discourage future efforts. Choice d is an indiscreet, unwise action. If the employee tells others what the supervisor has said, problems could easily be created. Choice a is the logical and most straight forward approach.
21. The answer is (b). This is a very tough question for many people, with good reason. People aren't sure how liberal or conservative one should be in this situation. indeed, a few years ago the answer to this question may have been different. It's safe to say that, while supervisors in these questions need to still be firm and obey the rules, they are allowed to be more trusting and are encouraged to think of the impact their actions are likely to have on their employees' behavior. In this case, choice a, telephoning to have a cup of tea brought in, seems a little strict and untrusting, and could make you look really cold hearted if the employee ends up getting sick at her desk. Choice c is incorrect for the same reasons, and is treating the employee even more like a child. Respecting the dignity of employees is important. Choice d seems like it could be a choice, but is a little hypocritical, since it is 10:15 a.m., and is also rather harsh. It also may make you appear overly concerned with timecards, and may result in some of your staff becoming annoyed and rebellious in reaction to what they may perceive as a petty action on your part. Choice b is the best answer of the four choices given.
22. The answer is (c). One of the reasons people have trouble with some supervisory questions is because they answer a question based on experiences they have seen or participated in. In the land of exam questions, that is not always a good idea. Many people miss this question for that reason. Choice a is a very common answer, and incorrect. Of course people do this all the time in real life - to be nice, or because they want to unload someone. But it is not considered good supervisory practice. While it may help your unit, it won't help the other unit, the organization, or the individual involved. Choice b is incorrect for the same reason. Choice d is incorrect because it is going to the other extreme, and that would also not be fair to the employee. Choice c, stating the truth, is the best answer to this question.
23. The answer is (a). We're looking for what is not good supervisory practice. Choice b, giving the employee a chance to reply, is a very important thing to do. Choice c, being very specific in your criticism, is also very important. Reprimanding the employee when you are alone, choice d, is also essential. That leaves choice a. It is not a good idea to allow yourself several days for a cooling off period, as that is too long. You may need several hours in some cases, but several days is too long to wait.

24. The answer is (b). Choice a is incorrect because it will most likely make the situation more tense. Choice c is incorrect because two employees have already come to You about the problem, so it has in a sense become a problem on which you will need to at least consider taking action. Choice d seems reasonable, except that instead of making each happy, it would probably make both angry half the time. Choice b sounds like the "textbook answer", and is the correct choice.

25. The answer is (d). Choice a is incorrect because it is assuming too much. Nowhere in the paragraph does it state that supervisors should almost always follow the advice of employees in handling difficult problems. Choice b is incorrect because nowhere does it state that supervisors should always seek advice from employees. Choice c is incorrect because it includes choice a, which is incorrect. Choice d is a correct interpretation of the passage, as it does not jump to unwarranted conclusions.

26. The answer is (a). This is a tough question, and it's unlikely you'd get a question this miserable. But, since you can never be sure, we included it anyway. Choice b is incorrect because you are telling them you won't act as a censor. What happens if the next day someone brings in a very obscene poster, or a poster that offends a particular ethnic group or religion? As the supervisor, you may have to take action then. Also, to call them in within the hour may not be wise, as the timing may "fuel the flames." Choice c is incorrect because it may cause more problems than it solves. The employee with the poster would most likely be very annoyed with your indirect handling of the situation. More importantly, if other employees had posters up you would be punishing those people as well, and resentments could easily build. Choice d is incorrect because, while you know it's not helping, you're not sure yet if the poster is interfering with the work of the unit. In addition, your action will most likely seem harsh to the employee with the poster. Choice a, while it too may not seem like a great choice, is the safest of the four. It's possible that the whole incident may become less important if there's a waiting period. It will also give you more time to assess the true impact of the poster on the rest of the staff, as well as on the parties most directly involved.

27. The answer is (d). This is one of those questions where you may not have liked any of the choices, but were forced to select the one you disliked the least. Choice a is incorrect because giving a "forceful pep talk" may work if you're Knute Rockne and it's half time at the big game, but this in an office situation, and your forceful pep talk could easily intimidate, embarrass or antagonize the employee. The problem is one of self-confidence, and in all likelihood a forceful pep talk won't be very effective. The use of the word "forceful" is also a clue here, as it's too strong for the situation.

Choice b is incorrect because of the phrase "overly praise_" It is not good supervisor, - practice to over praise, as it can hurt your credibility, and your words will mean less when you do want to convey sincere feelings. Choice c is incorrect because it is too personal an approach. The question states that the employee is capable, so the supervisor would be inquiring about matters of a personal nature in a situation that does not warrant it. Also, the employee could become intimidated, angry- or embarrassed. Choice d, "complimenting the employee's work whenever possible," may sound too obvious, Or too broad an answer, but it's the best of the four choices, even though the phrase "whenever possible" is vague. One has to assume that "whenever possible" would mean whenever it seemed appropriate and not too obvious or embarrassing. Again. It may seem to be too vague to be the answer, but it's the best of the four choices.

28. The answer is (b). Choice a is incorrect because not only is the employee performing poorly on the job, she has confided a serious family problem to the supervisor, so the supervisor is already involved. If her advice can help the employee, her performance may improve as well. Choice c is incorrect because, while there is always a risk of this sort of thing happening, the employee's problem is a serious one, and the supervisor's suggestions may help. In addition, the supervisor is giving suggestions that may work, she is not giving the employee orders to go. Choice d is incorrect because it is highly unlikely that the discussion alone will be able to solve a serious family problem. Choice b is correct. Personal problems can have a large effect upon job performance.
29. The answer is (a). In this question you are looking for the least appropriate action to take. Choice b, discussing the problem with a few employees whose judgment you trust, would be a good initial step to take, as they may have some good insights. Choice c. reviewing former employees' records, could also be helpful. Choice d. reviewing your training procedures, could also be useful. Choice a. becoming more lenient about performance standards and employee requests for time off, would not be considered good supervisory practice.
30. The answer is (c). This question appears on exams occasionally, and is just one of those definitions that is helpful to remember. Unity of command means that each employee should be under the direct control of one immediate supervisor.
31. The answer is (c). Choice a is incorrect because, not only would it be time consuming, it wouldn't be very helpful in directly solving the problem. If the intent is to indirectly let the employees know that you are aware of how many supplies they are each using, so that they will be more careful, this method may cause problems. Employees may resent your indirect methods,

and feel that you don't trust them. Choice b is incorrect because it is harsh and impractical. How You Will correctly determine which employees are most wasteful is not mentioned, and it's very possible employees may feel that you are not trusting them and treating them like children. Choice d may sound good at first, but it would mean that a great deal of time would be spent issuing supplies every time an assignment was made. In addition, employees may resent this procedure. Choice c is the best choice, as it can be expected to obtain the best results of the four choices.

32. The answer is (a). This is another tricky question. Again, the issue is one of when, or if, one should get involved in an office situation. In this case, it's best not to get involved. There is no indication that work in the unit is being disrupted, or that any employees are very upset about the problem. If it got to the point where either of these was happening, you would then need to consider taking action. Choice a is incorrect because not only is it taking action in a situation that doesn't warrant it, it also may alienate the older employees. Choice b is incorrect not only because it is inappropriate, but also because it may embarrass or anger the new employee, or make her uncomfortable with her co-workers. Choice c is incorrect because it would not be good supervisory practice normally, but in this case it could cause even more problems and resentments from other employees. Of the four choices, choice d is the most appropriate.

33. The answer is (b). Again, this illustrates the importance of take: employees' grievances seriously, and of maintaining objectivity. The question sets up a situation where it would be easy to not be objective and wait until the facts are brought out. The issue of sexual harassment itself (which some people still don't take seriously), the long time you've known and respected your supervisor, and the chronic complaining employee are all factors which need to be recognized as potentially contributing to possible subjectivity. However, your concern here is to take your employee's claims seriously, while maintaining objectivity. Choice a, which may be appropriate, at some point, is not the best choice of the four, because it may appear to the employee that you don't believe her, or are automatically defending your supervisor. Choice c is incorrect because it is inappropriate and unethical behavior. There should be agency policy on how to handle these cases. Even if there isn't, this behavior wouldn't be appropriate. Choice d is incorrect for the same reasons as choice a. In addition, it sounds even more like you don't trust her, as "she'd better have concrete proof." Choice b is correct because the most important point you should make is that you will take her seriously. Of course, depending on the situation, you may also have to mention the importance of having proof or the seriousness of the charge, but this is an exam question, not real life. And in exam questions, you need to select which response "of the

following" you would make. Of the four, it's most important to state you will take her concerns seriously, choice b.

34. The answer is (d). We need to select the poorest reason for transferring an employee. Granting a doctor's request, changes in workload and relieving monotony are all better choices than disciplining an employee. It's not considered good supervisory practice to transfer employees as a disciplinary measure. Also, one should be able to effectively deal with problem employees without resorting to transferring them. That's not to say it would never be necessary, but the question asks "which of the following is usually the poorest reason. Choice d is the poorest reason of the four.
35. The answer is (c). Choice a, while humorous, and perhaps true in a few cases, is not the answer. Choice b is incorrect because, while it may show that the supervisor is attentive to detail, it is not the best choice of the four for retaining the confidence of employees. Choice d may sound like the actions of a "good leader," but in fact it would be unwise to never hesitate in answering questions. There may be times when you aren't sure, or don't know, the answer to a question. It's far better to state the truth, but many people think a supervisor should never admit he or she doesn't know something, or isn't sure. Supervisors are human, and not expected to know everything. Choice c, making no promises unless they will be fulfilled, is a very important supervisory practice and the best of the possible choices.
36. The answer is (c). Choice a is incorrect because you can't be sure it won't happen again. Choice b, which may be a "real life" response, is not an appropriate answer to an exam question. Choice d, another possible "real life" answer, sounds harsh and like you are trying to "pass the buck." Choice c is the best of the four choices. In this response you are concerned with finding the cause of the mistake so you can prevent its occurrence, without making excuses or blaming anyone.
37. The answer is (c). What you are looking for here is the best definition of supervision. Patience in supervising workers, care in selecting workers and fairness in disciplining workers are all necessary components of good supervisory practices, but we're looking for the best definition. Choice c, "skill in human relations" is broad, and encompasses more supervisory activity than the others. The other choices are narrower, and don't define supervision as well as choice c.
38. The answer is (d). You need to find which of the four choices is most important. Choice a is incorrect because when monotonous work is best done is usually dependent upon individual preferences. Choice b is incorrect because it may cause problems in the office, and it is the responsibility of the supervisor to assign work. Choice c is incorrect again because it is usually a matter of

individual preference. Choice d is the correct answer because it is definitely most important that measures are taken to prevent mistakes.

39. The answer is (b). This once again illustrates the importance of always giving employees the opportunity to first explain their actions. Choice b is the only choice that recommends this. It's good to note here that choice c, asking your supervisor for advice, would be relying too heavily on your supervisor. It's important in supervision to be sure not to overly involve your supervisor in matters that are your concern, not hers or his.
40. The answer is (d). Choice a, while it may sound like a "real life" answer, is not the best choice of the four. It's negative, and implies both powerlessness on your part, and criticism of the unit head. It also does not allow for the possibility of -your discussing your staff's objections with the unit head. Choice b is incorrect because it may antagonize the unit head, may appear as if the employees are going "over your head", and is a more indirect way of solving the problem. Choice c, while it may sound familiar to some, is too negative a response. Choice d is a reasonable approach demonstrates your commitment to speaking up on behalf of -our staff and may contribute to solving the problem.
41. The answer is (b). This illustrates the importance of having all of the necessary facts before taking action, and of being objective Choice a is incorrect because it is insulting and implies that you feel he couldn't be correct. Choice c is incorrect because you are automatically assuming that you are right. Choice d is incorrect because you shouldn't tell him he is the most competent, or that you are "rewarding" him by giving him more work. That type of statement could easily make him feel that you are rewarding the less competent employee, and punishing him. In addition, the question does not state that this is what you have been doing. So it is an assumption to select choice d. Choice b is correct because it shows you are willing to be objective and find out if he is correct.
42. The answer is (c). Generally, the number of people one immediately supervises decreases the higher one goes in the organization. A "higher, upper echelon" supervisor would immediately supervise a smaller number of people than a "lower level" supervisor.
43. The answer is (c). Choice a is incorrect because it wouldn't encourage employees to specialize, it would do the opposite, as it's likely employees would learn more about all of the required tasks. Choice b is incorrect because this method would increase, not decrease, the amount of control employees would have over their work. Choice d is incorrect because the number of skills required should increase, not decrease.

Choice c is the best choice. Even if you weren't aware that this is one of the primary reasons this method is being considered, you could still have answered the question correctly because the other three choices were the opposite of what they should have been, and had to be eliminated.

44. The answer is (b). Choice a is incorrect, because this would be a poor supervisory practice. Choice c is incorrect, because it does to the other extreme, a public confession. Choice d is incorrect because it is blaming someone else, and unethical. Choice b is the correct, and fair, response.
45. The answer is (b). We really hated to include this question, but we felt we should. Sometimes you may get a question that drives you crazy because there seem to be two possible choices, and you can't decide which is the correct one. Sometimes it's because the question is difficult and well-designed, but occasionally it's because it's a bad question. We feel a question like this one is a poor question, but included it so we could make this point. If you think you've had a poor test question, it's even more important that you attend the review session the following week, if one is offered (if one isn't offered, it's because all of the questions have already been through the review process, and been upheld). By attending, you will find out what the correct answers were, and be given a chance to appeal any that you thought were unfair or poor questions. It's important to do this if you've had a problem, and you'll also gain insight into what the correct answers were. (There's no other way to find out). It's important to note that when you review a test, they won't give you your answer sheet, just the test booklet and the correct answers, so try and remember what answers you finally decided to select, for the questions you had a lot of difficulty with. Back to this problem. Most people select choice a or choice b, and there are good reasons for selecting either one. In this case, both choice a and choice b were rather broad statements that could be applied to the situation described in the paragraph. Test questions by necessity create artificial environments, and in this case it's difficult to determine in exactly what context choices a and b should be interpreted. In addition, there are sometimes extenuating circumstances that make the application of some broad "rules" impossible in supervision. So, we feel, this would be a question that could possibly be appealed. Choice c is incorrect because, not only does its premise make no sense, nowhere does it state that one of the employees accepted more responsibility than the other. Choice d is incorrect because this is not necessarily true. It is not considered good supervisory practice to reprimand experienced employees less because they benefit from it less.
46. The answer is (a). Again, this is another of those "how much do you get involved?" questions. In this case the problem does not seem to be a major one, and neither employee has come to you about it. Nor is there any indication that job performance is being affected, so it's best not to get involved. Choice b is incorrect because the problem is not major, and your actions may lead to resentment from both employees, as neither

one of them chose to discuss the issue with you. Choice c is incorrect for the same reason. Choice d is incorrect because it is an indirect way of handling the problem, and the employees may become uncomfortable or resentful of your interference. It's best to not discuss the matter with either employee.

47. The answer is (a). You need to determine which action would be least appropriate. Choice a is least appropriate because it assumes that you must definitely already know the employee is just looking busy. From the paragraph, you suspect this, but you're not sure. It would be poor supervisory practice to have a "frank" discussion until you have all of the facts. Choice b, setting specific time limits, choice c, observing her more carefully, and choice d, monitoring her work output more carefully, are all better choices than choice a.
48. The answer is (c). It's important that supervisors delegate work in the proper amounts, neither delegating too little or too much. In this case, the supervisor is delegating too little of his or her responsibility and authority. The supervisor has fifty employees, so one should assume the supervisor would have more important things to do than "spend a considerable portion of time spot-checking files, reviewing material being transferred from active to inactive files, and similar activities." Choice a is incorrect because the supervisor may be conscientious and hardworking, but from the paragraph it is apparent that the supervisor is not delegating authority properly, choice c. Choice b may be true, but even if it were, the supervisor's actions would still be inappropriate. Choice d is incorrect because, not only, is it an unlikely assumption, even if it were true the supervisor would not be delegating responsibility wisely. Surely there would be other people he or she could delegate those tasks to.
49. The answer is (a). Choice b is incorrect, as the previous supervisor had been too harsh and undemocratic. Her behavior is not considered good supervisory behavior, and even if there weren't problems as a result, it is likely problems would occur eventually from this method of supervision. Employees need to be able to take the initiative and participate in formulating work plans and procedures when appropriate. Employees should also not be treated like children. Continuing her policies would in all likelihood create problems for you. Choice c is incorrect because it goes to the other extreme, "giving employees complete freedom in carrying out their assignments." This is also not good supervisory practice. Choice d is incorrect because it is a little too participatory, especially to be the answer to a test question, and your employees may think you're indecisive. Choice a is the best choice of the four.
50. The answer is (b). For this question, you need to select which activity would be most appropriate for a first-line supervisor.

Choice a is incorrect because a first-line supervisor would not have the authority, based on the quotation, to increase or decrease the responsibilities of his or her unit. According to the quote, supervisors "are concerned largely with the control of current action for the execution of current jobs." Choice a would give the supervisor more authority than he or she would actually have. Choice c is incorrect because a first-line supervisor would not have the authority to revise the procedure to be used for transmitting instructions from the head of the agency to the unit heads. Choice d is incorrect because a first-line supervisor would not have the authority to raise or lower production goals in order to adjust them to the abilities of his or her employees. Choice b is correct because a first-line supervisor would have the authority to modify staff work assignments to handle seasonal variations in the unit's activities.

SUPERVISION EXAM III

DISCIPLINE

Discipline involves changing the attitudes and thinking of workers and convincing them to conform to the practices which will achieve unit objectives. The following questions illustrate how this is done. An answer key follows this test.

1. "It has come to be realized that from the standpoint of control, the certainty of punishment for a breach of duty is more important than the severity of punishment." From this statement, it follows that
 - (A) more emphasis should be placed on the punishment aspect as offenses increase in seriousness
 - (B) the repetition of an offense requires stricter disciplinary action
 - (C) dismissal is an admission of failure to supervise an employee effectively
 - (D) disciplinary action for violations should be administered without exception.

2. The one of the following which is the primary aim of discipline is to
 - (A) punish the offender
 - (B) prevent the occurrence of more serious offenses
 - (C) carry out the rules of the department
 - (D) help train the employee involved.

3. Which of the following is essential in a dismissal case? It must
 - (A) have the backing of most of the employees in the department
 - (B) not be done at a time of political upheaval
 - (C) be substantiated by documentary evidence and proof
 - (D) give reasons for dismissal and must be authenticated by employee signing dismissal notice.

4. An oral reprimand to a subordinate should be given
- (A) immediately at the time the situation arises
 - (B) in the company of other subordinates in order for it to be effective
 - (C) in private
 - (D) for serious offenses only.
5. To be most effective, disciplinary measures must be:
- (A) certain and reasonable
 - (B) uncertain but severe
 - (C) certain and severe
 - (D) uncertain and lenient.
6. If you believe that the work of one of the employees under you was inefficient, your best course of action would be to
- (A) discuss the matter with the employee
 - (B) assign tasks involving less responsibility to this employee
 - (C) discuss the matter with other employees, as they may be able to suggest reasons for the inefficiency
 - (D) do nothing until the task is performed again.
7. Of the following, the primary obligation of a supervisor in any matter requiring disciplinary action is to
- (A) postpone any action until it can be discussed with the department head
 - (B) know what procedures were used in the last similar case
 - (C) shift the employee to other work
 - (D) learn all the facts of the matter.
8. Usually the most important controlling factor in the disciplining or reprimanding of an employee should be
- (A) to maintain discipline
 - (B) to deter others from similar acts
 - (C) to uphold departmental rules and regulations
 - (D) to improve the employee.

9. "Disciplinary action in an agency should generally take the form of a training action handled on a conference basis." Of the following, the procedure which is most in agreement with this principle is that

- (A) mistakes or poor judgment by a worker should be recognized as evidence of the need for individualized training
- (B) the handling of an initial error or violation should have no punitive disciplinary aspects
- (C) initial deviation from accepted behavior is primarily a reflection of extraneous individual problems
- (D) violation of required performance standards by an individual usually reflects inadequacy of the normal training process.

10. "The forms and methods of discipline used in public agencies are as varied as the offenses which prompt disciplinary action, and range in severity from a frown of disapproval to dismissal from the service and even to prosecution in the courts." On the basis of this quotation, the most accurate of the following statements is that

- (A) the severity of disciplinary measures varies directly with the seriousness of the offenses
- (B) dismissal from the service is the most severe action that can be taken by a public agency
- (C) public agencies use a variety of disciplinary measures to cope with offenses
- (D) public agencies sometimes administer excessive punishments.

11. A supervisor of a unit in a city department has just been told by a subordinate, Mr. Jones, that another employee, Mr. Smith, deliberately disobeyed an important rule of the department by taking home some confidential departmental material. Of the following courses of action, it would be most advisable for the supervisor first to

- (A) discuss the matter privately with both Mr. Jones and Mr. Smith at the same time
- (B) call a meeting of the entire unit and discuss the matter generally without mentioning any employee by name
- (C) arrange to supervise Mr. Smith's activities more closely
- (D) discuss the matter privately with Mr. Smith.

12. Assume that you find that you have unjustly reprimanded one of the workers in your company. The best procedure to follow is to

- (A) ignore the matter, but be more careful in the future
- (C) make no apology, but allow the worker's next offense to go unreprimanded
- (C) justify the reprimand on the basis of an earlier offense
- (D) readily admit your mistake to the worker.

13. The most important thing to remember when reprimanding an employee is that
- (A) dissatisfaction of the employee must be created
 - (B) the employee should admit making a mistake
 - (C) the indirect approach should be used
 - (D) reminding the employee of the reprimand is desirable.
14. Of the following, the primary obligation of a supervisor in any matter requiring disciplinary action involving a subordinate is to
- (A) discipline the subordinate immediately
 - (B) know what the procedure was in the last similar case
 - (C) remove the subordinate's privileges
 - (D) learn all the facts of the matter and discipline the subordinate immediately.
15. "With the proper administration of discipline, actions essentially negative should seldom be necessary." Of the following, the disciplinary attitude that is most consistent with this statement is that
- (A) punitive actions should be taken primarily to deter more serious infractions of basic rules
 - (B) even the most persistent offender can be trained to the point of acceptable performance
 - (C) mistakes or poor judgment should be treated essentially as training matters
 - (D) disciplinary actions should usually be accompanied by some form of commendation.
16. In an organization where effective leadership and good supervision exist, problems of discipline
- (A) are more frequently handled by suspensions than separations
 - (B) never occur
 - (C) are met with more severe methods than where leadership is weak
 - (D) largely disappear.

17. Of the following, the first obligation of a superior officer in any matter requiring disciplinary action is to
- (A) postpone any action until it can be discussed with the immediate superior
 - (B) know what process was followed in the last similar case
 - (C) transfer the employee to other work
 - (D) learn all the facts of the matter.
18. The primary obligation of a supervisor in any matter which may require disciplinary action is to
- (A) fulfill the obligation to the organization rather than to the employee
 - (B) investigate all phases of the matter in an attempt to understand the case fully
 - (C) consult other employees concerning the case
 - (D) consult the immediate superior before making any investigation.
19. The most severe form of discipline in public service is
- (A) demotion
 - (B) removal
 - (C) loss of seniority
 - (D) issuing fines.
20. Compliance with regulations should, whenever possible, be achieved through
- (A) an insistence on adherence to technicalities
 - (B) constant reminders concerning the consequences of non-compliance
 - (C) teaching subordinates-to like and respect you
 - (D) a demonstration of the purpose and value of the regulations.
21. "Discipline must be strict, but not devoid of personal sympathy or understanding." This statement is best illustrated by the administrator who
- (A) treats all employees equally regardless of personal sympathy
 - (B) issues commands that are clear and easily understood
 - (C) investigates the reasons for infractions of regulations
 - (D) understands the necessity of being commanding an bearing.

22. A supervisor who occasionally and justifiably overlooks minor infractions of the rules
- (A) must be reprimanded by superiors
 - (B) is not likely to be called to account for exceeding his or her authority
 - (C) is lowering the morale of the department
 - (D) will most likely lose the respect of the employees.
23. The one of the following which is NOT a good rule in administering discipline is for you as a supervisor to
- (A) reprimand the employee in private even though the fault was committed before others
 - (B) allow the employee a chance to reply to your criticism
 - (C) be as specific as possible in criticizing the employee
 - (D) allow an extended period to elapse after an error has been committed before reprimanding an employee.
24. "It is only because the primary purpose of traditional discipline has been to preserve the structure of command that a need has arisen for ameliorative safeguards such as a formal statement of 'cause', right of hearing and right of appeal." The best current practice with respect to discipline is that
- (A) few ameliorative safeguards of the kind enumerated are desirable as their presence hurts the public service
 - (B) discipline is a means of controlling deviations from established authority
 - (C) the safeguards enumerated are not sufficient for the protection of the employee
 - (D) discipline should be based upon education, persuasion and consultation.
25. A unit supervisor discovers several errors in the work performed by a subordinate, it is least desirable for the supervisor to
- (A) criticize immediately rather than at a later date
 - (B) make it clear to the subordinate that what is being criticized is the subordinate and not the subordinate's work
 - (C) praise, when possible, some commendable aspect of the subordinate's work
 - (D) make sure that the criticism is not over heard by other employees.

26. An experienced, self-confident employee carelessly omitted an essential operation on a job assignment. As a consequence, the completion of an important and urgent report was delayed for several hours. A few days later, a relatively inexperienced and sensitive co-worker made a similar careless mistake and thereby also delayed the completion of an urgent and important report for several hours. The supervisor of the two employees was more gentle in reprimanding the latter than the former employee. The supervisor's action in administering reprimands of unequal severity to these two subordinates was
- (A) appropriate because supervisors should consider the experience and temperament of subordinates when reprimanding them
 - (B) not appropriate because fairness requires that subordinates responsible for like mistakes receive reprimands of like severity
 - (C) appropriate because subordinates who accept greater responsibilities must likewise accept the consequent greater penalties for their mistakes
 - (D) not appropriate because more experienced employees benefit less, in general, from reprimands than less experienced employees.
27. Assume that you are the supervisor of a small clerical unit. One of your subordinates has violated a staff regulation by failing to inform you that he or she will be absent on a certain work day. Of the following, the most appropriate action for you to take first is to
- (A) discuss this matter with your immediate superior
 - (B) find out the reason for the failure to obey this staff regulation
 - (C) determine what disciplinary action other supervisors have taken in similar cases
 - (D) take no action if the absence did not interfere with the work of the unit; reprimand the worker if it did.
28. Reprimanding an employee for inefficiency in the presence of fellow workers usually will
- (A) stimulate the employee to continued improvement
 - (B) raise the efficiency level of the entire group
 - (C) fail to achieve its purpose
 - (D) cause the employee to resign.
29. Suppose that you, as supervisor, have discovered that one of your subordinates has , violated a rule of the department. You consider the rule in question to be unwise. In these circumstances, you should at

this time

- (A) ignore the incident unless it is flammable
- (B) discipline the subordinate but offer your opinion of the rule
- (C) obtain the opinion of other administrators
- (D) discipline the subordinate without commenting about the wisdom of the rule

DISCIPLINE

ANS. KEY

1. D	7. D	13. B	19. B	25. B
2. D	8. D	14. D	20. D	26. A
3. C	9. A	15. C	21. C	27. B
4. C	10. C	16. D	22. B	28. C
5. A	11. D	17. D	23. D	29. D
6. A	12. D	18. B	24. D	