

EXAMINATION SECTION

TEST 1

DIRECTIONS: Each question or incomplete statement is followed by several suggested answers or completions. Select the one that BEST answers the question or completes the statement. *PRINT THE LETTER OF THE CORRECT ANSWER IN THE SPACE AT THE RIGHT.*

1. Which of the following is the MOST likely action a supervisor should take to help establish an effective working relationship with his departmental superiors? 1. _____
 - A. Delay the implementation of new procedures received from superiors in order to evaluate their appropriateness.
 - B. Skip the chain of command whenever he feels that it is to his advantage.
 - C. Keep supervisors informed of problems in his area and the steps taken to correct them.
 - D. Don't take up superiors' time by discussing anticipated problems but wait until the difficulties occur.

2. Of the following, the action a supervisor could take which would *generally* be MOST conducive to the establishment of an effective working relationship with employees includes 2. _____
 - A. maintaining impersonal relationships to prevent development of biased actions
 - B. treating all employees equally without adjusting for individual differences
 - C. continuous observation of employees on the job with insistence on constant improvement
 - D. careful planning and scheduling of work for your employees

3. Which of the following procedures is the LEAST likely to establish effective working relationships between employees and supervisors? 3. _____
 - A. Encouraging *two-way* communication with employees
 - B. Periodic discussion with employees regarding their job performance
 - C. Ignoring employees' gripes concerning job difficulties
 - D. Avoiding personal prejudices in dealing with employees

4. Criticism can be used as a tool to point out the weak areas of a subordinate's work performance. 4. _____

Of the following, the BEST action for a supervisor to take so that his criticism will be accepted is to

 - A. focus his criticism on the act instead of on the person
 - B. exaggerate the errors in order to motivate the employee to do better
 - C. pass judgment quickly and privately without investigating the circumstances of the error
 - D. generalize the criticism and not specifically point out the errors in performance

5. In trying to improve the motivation of his subordinates, a supervisor can achieve the BEST results by taking action based upon the assumption that most employees 5. _____
 - A. have an inherent dislike of work
 - B. wish to be closely directed
 - C. are more interested in security than in assuming responsibility
 - D. will exercise self-direction without coercion

6. When there are conflicts or tensions between top management and lower-level employees in any department, the supervisor should FIRST attempt to 6. _____
- A. represent and enforce the management point of view
 - B. act as the representative of the workers to get their ideas across to management
 - C. serve as a two-way spokesman, trying to interpret each side to the other
 - D. remain neutral, but keep informed of changes in the situation
7. A probationary period for new employees is usually provided in many agencies. The MAJOR purpose of such a period is *usually* to 7. _____
- A. allow a determination of employee's suitability for the position
 - B. obtain evidence as to employee's ability to perform in a higher position
 - C. conform to requirements that ethnic hiring goals be met for all positions
 - D. train the new employee in the duties of the position
8. An effective program of orientation for new employees usually includes all of the following EXCEPT 8. _____
- A. having the supervisor introduce the new employee to his job, outlining his responsibilities and how to carry them out
 - B. permitting the new worker to tour the facility or department so he can observe all parts of it in action
 - C. scheduling meetings for new employees, at which the job requirements are explained to them and they are given personnel manuals
 - D. testing the new worker on his skills and sending him to a centralized in-service workshop
9. In-service training is an important responsibility of many supervisors. The MAJOR reason for such training is to 9. _____
- A. avoid future grievance procedures because employees might say they were not prepared to carry out their jobs
 - B. maximize the effectiveness of the department by helping each employee perform at his full potential
 - C. satisfy inspection teams from central headquarters of the department
 - D. help prevent disagreements with members of the community
10. There are many forms of useful in-service training. Of the following, the training method which is NOT an appropriate technique for leadership development is to 10. _____
- A. provide special workshops or clinics in activity skills
 - B. conduct institutes to familiarize new workers with the program of the department and with their roles
 - C. schedule team meetings for problem-solving, including both supervisors and leaders
 - D. have the leader rate himself on an evaluation form periodically

11. Of the following techniques of evaluating work training programs, the one that is BEST is to 11. _____
- A. pass out a carefully designed questionnaire to the trainees at the completion of the program
 - B. test the knowledge that trainees have both at the beginning of training and at its completion
 - C. interview the trainees at the completion of the program
 - D. evaluate performance before and after training for both a control group and an experimental group
12. Assume that a new supervisor is having difficulty making his instructions to subordinates clearly understood. 12. _____
The one of the following which is the FIRST step he should take in dealing with this problem is to
- A. set up a training workshop in communication skills
 - B. determine the extent and nature of the communications gap
 - C. repeat both verbal and written instructions several times
 - D. simplify his written and spoken vocabulary
13. A director has not properly carried out the orders of his assistant supervisor on several occasions to the point where he has been successively warned, reprimanded, and severely reprimanded. 13. _____
When the director once again does not carry out orders, the PROPER action for the assistant supervisor to take is to
- A. bring the director up on charges of failing to perform his duties properly
 - B. have a serious discussion with the director, explaining the need for the orders and the necessity for carrying them out
 - C. recommend that the director be transferred to another district
 - D. severely reprimand the director again, making clear that no further deviation will be countenanced
14. A supervisor with several subordinates becomes aware that two of these subordinates are neither friendly nor congenial. 14. _____
In making assignments, it would be BEST for the supervisor to
- A. disregard the situation
 - B. disregard the situation in making a choice of assignment but emphasize the need for teamwork
 - C. investigate the situation to find out who is at fault and give that individual the less desirable assignments until such time as he corrects his attitude
 - D. place the unfriendly subordinates in positions where they have as little contact with one another as possible
15. A DESIRABLE characteristic of a good supervisor is that he should 15. _____
- A. identify himself with his subordinates rather than with higher management
 - B. inform subordinates of forthcoming changes in policies and programs only when they directly affect the subordinates' activities
 - C. make advancement of the subordinates contingent on personal loyalty to the supervisor
 - D. make promises to subordinates only when sure of the ability to keep them

16. The supervisor who is MOST likely to be successful is the one who 16.____
A. refrains from exercising the special privileges of his position
B. maintains a formal attitude toward his subordinates
C. maintains an informal attitude toward his subordinates
D. represents the desires of his subordinates to his superiors
17. Application of sound principles of human relations by a supervisor may be expected to 17.____
_____ the need for formal discipline.
A. decrease B. have no effect on
C. increase D. obviate
18. The MOST important generally approved way to maintain or develop high morale in 18.____
one's subordinates is to
A. give warnings and reprimands in a jocular manner
B. excuse from staff conferences those employees who are busy
C. keep them informed of new developments and policies of higher management
D. refrain from criticizing their faults directly
19. In training subordinates, an IMPORTANT principle for the supervisor to recognize is that 19.____
A. a particular method of instruction will be of substantially equal value for all employ-
ees in a given title
B. it is difficult to train people over 50 years of age because they have little capacity
for learning
C. persons undergoing the same course of training will learn at different rates of
speed
D. training can seldom achieve its purpose unless individual instruction is the chief
method used
20. Over an extended period of time, a subordinate is MOST likely to become and remain 20.____
most productive is the supervisor
A. accords praise to the subordinate whenever his work is satisfactory, withholding
criticism except in the case of very inferior work
B. avoids both praise and criticism except for outstandingly good or bad work per-
formed by the subordinate
C. informs the subordinate of his shortcomings, as viewed by management, while
according praise only when highly deserved
D. keeps the subordinate informed of the degree of satisfaction with which his perfor-
mance of the job is viewed by management
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KEY (CORRECT ANSWERS)

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| 1. C | 11. D |
| 2. D | 12. B |
| 3. C | 13. A |
| 4. A | 14. D |
| 5. D | 15. D |
| 6. C | 16. D |
| 7. A | 17. A |
| 8. D | 18. C |
| 9. B | 19. C |
| 10. D | 20. D |
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TEST 2

DIRECTIONS: Each question or incomplete statement is followed by several suggested answers or completions. Select the one that BEST answers the question or completes the statement. *PRINT THE LETTER OF THE CORRECT ANSWER IN THE SPACE AT THE RIGHT.*

1. A supervisor 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. 1. _____
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 staff 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

2. The one of the following actions which would be MOST efficient and economical for a supervisor to take to minimize the effect of periodic fluctuations in the work load of his unit is to 2. _____
 - A. increase his permanent staff until it is large enough to handle the work of the busy loads
 - B. request the purchase of time and labor saving equipment to be used primarily during the busy loads
 - C. lower, temporarily, the standards for quality of work performance during peak loads
 - D. schedule for the slow periods work that is not essential to perform during the busy periods

3. Discipline of employees is usually a supervisor's responsibility. There may be several useful forms of disciplinary action. 3. _____
Of the following, the form that is LEAST appropriate is the
 - A. written reprimand or warning
 - B. involuntary transfer to another work setting
 - C. demotion or suspension
 - D. assignment of added hours of work each week

4. Of the following, the MOST effective means of dealing with employee disciplinary problems is to 4. _____
 - A. give personality tests to individuals to identify their psychological problems
 - B. distribute and discuss a policy manual containing exact rules governing employee behavior
 - C. establish a single, clear penalty to be imposed for all wrongdoing irrespective of degree
 - D. have supervisors get to know employees well through social mingling

5. A recently developed technique for appraising work performance is to have the supervisor record on a continual basis all significant incidents in each subordinate's behavior that indicate unsuccessful action and those that indicate poor behavior. Of the following, a MAJOR disadvantage of this method of performance appraisal is that it 5. _____
- A. often leads to overly close supervision
 - B. results in competition among those subordinates being evaluated
 - C. tends to result in superficial judgments
 - D. lacks objectivity for evaluating performance
6. Assume that you are a supervisor and have observed the performance of an employee during a period of time. You have concluded that his performance needs improvement. In order to improve his performance, it would, therefore, be BEST for you to 6. _____
- A. note your findings in the employee's personnel folder so that his behavior is a matter of record
 - B. report the findings to the personnel officer so he can take prompt action
 - C. schedule a problem-solving conference with the employee
 - D. recommend his transfer to simpler duties
7. When an employee's absences or latenesses seem to be nearing excessiveness, the supervisor should speak with him to find out what the problem is. Of the following, if such a discussion produces no reasonable explanation, the discussion usually BEST serves to 7. _____
- A. affirm clearly the supervisor's adherence to proper policy
 - B. alert other employees that such behavior is unacceptable
 - C. demonstrate that the supervisor truly represents higher management
 - D. notify the employee that his behavior is being observed and evaluated
8. Assume that an employee willfully and recklessly violates an important agency regulation. The nature of the violation is of such magnitude that it demands immediate action, but the facts of the case are not entirely clear. Further, assume that the supervisor is free to make any of the following recommendations. The MOST appropriate action for the supervisor to take is to recommend that the employee be 8. _____
- A. discharged
 - B. suspended
 - C. forced to resign
 - D. transferred
9. Although employees' titles may be identical, each position in that title may be considerably different. Of the following, a supervisor should carefully assign each employee to a specific position based PRIMARILY on the employee's 9. _____
- A. capability
 - B. experience
 - C. education
 - D. seniority
10. The one of the following situations where it is MOST appropriate to transfer an employee to a similar assignment is one in which the employee 10. _____
- A. lacks motivation and interest
 - B. experiences a personality conflict with his supervisor

- C. is negligent in the performance of his duties
D. lacks capacity or ability to perform assigned tasks
11. The one of the following which is LEAST likely to be affected by improvements in the morale of personnel is employee 11. _____
- A. skill
B. absenteeism
C. turnover
D. job satisfaction
12. The one of the following situations in which it is LEAST appropriate for a supervisor to delegate authority to subordinates is where the supervisor 12. _____
- A. lacks confidence in his own abilities to perform certain work
B. is overburdened and cannot handle all his responsibilities
C. refers all disciplinary problems to his subordinate
D. has to deal with an emergency or crisis
13. Assume that it has come to your attention that two of your subordinates have shouted at each other and have almost engaged in a fist fight. Luckily, they were separated by some of the other employees. 13. _____
Of the following, your BEST immediate course of action would *generally* be to
- A. reprimand the senior of the two subordinates since he should have known better
B. hear the story from both employees and any witnesses and then take needed disciplinary action
C. ignore the matter since nobody was physically hurt
D. immediately suspend and fine both employees pending a departmental hearing
14. You have been delegating some of your authority to one of your subordinates because of his leadership potential. Which of the following actions is LEAST conducive to the growth and development of this individual for a supervisory position? 14. _____
- A. Use praise only when it will be effective
B. Give very detailed instructions and supervise the employee closely to be sure that the instructions are followed precisely
C. Let the subordinate proceed with his planned course of action even if mistakes, within a permissible range, are made
D. Intervene on behalf of the subordinate whenever an assignment becomes difficult for him
15. A rumor has been spreading in your department concerning the possibility of layoffs due to decreased revenues. 15. _____
As a supervisor, you should GENERALLY
- A. deny the rumor, whether it is true or false, in order to keep morale from declining
B. inform the men to the best of your knowledge about this situation and keep them advised of any new information
C. tell the men to forget about the rumor and concentrate on increasing their productivity
D. ignore the rumor since it is not authorized information

16. Within an organization, every supervisor should know to whom he reports and who reports to him. 16.____
The one of the following which is achieved by use of such structured relationships is
- A. unity of command
 - B. confidentiality
 - C. esprit de corps
 - D. promotion opportunities
17. Almost every afternoon, one of your employees comes back from his break ten minutes late without giving you any explanation. 17.____
Which of the following actions should you take FIRST in this situation?
- A. Assign the employee to a different type of work and observe whether his behavior changes
 - B. Give the employee extra work to do so that he will have to return on time
 - C. Ask the employee for an explanation for his lateness
 - D. Tell the employee he is jeopardizing the break for everyone
18. When giving instructions to your employees in a group, which one of the following should you make certain to do? 18.____
- A. Speak in a casual, offhand manner
 - B. Assume that your employees fully understand the instructions
 - C. Write out your instructions beforehand and read them to the employees
 - D. Tell exactly who is to do what
19. A fist fight develops between two men under your supervision. 19.____
The MOST advisable course of action for you to take FIRST is to
- A. call the police
 - B. have the other workers pull them apart
 - C. order them to stop
 - D. step between the two men
20. You have assigned some difficult and unusual work to one of your most experienced and competent subordinates. 20.____
If you notice that he is doing the work incorrectly, you should
- A. assign the work to another employee
 - B. reprimand him in private
 - C. show him immediately how the work should be done
 - D. wait until the job is completed and then correct his errors
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KEY (CORRECT ANSWERS)

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