

HOME STUDY MATERIAL FOR MANAGERIAL EXAMINATIONS

Much of the material contained in this second issuance of home study material was derived from a training course given by a professional school in 1972 for Administrative Manager and Assistant Director. Answer questions 1-50 in turn, do not skip questions.

1. You are assigned to form a new unit to compile data which is to facilitate an executive in decision-making. In planning the organization of this unit, the question to be answered first is
 - (A) What interpretations are likely to be made of the data by the executive in making a decision?
 - (B) At what point in the decision-making process will the data be most usefully introduced?
 - (C) What type of data is needed by the executive in his area of decision-making?
 - (D) What criteria will the executive use to evaluate the data?
2. The extent of effective decentralization within an organization is inversely related to
 - (A) the size of the organization.
 - (B) the availability of sufficient competent personnel.
 - (C) the physical dispersion of the organization's activities.
 - (D) the effectiveness of communication within the organization.
3. "The tasks of coordination, supervision, and control are likely to become more complicated as the specialization of an organization increases." This statement is generally
 - (A) false; better performance of these tasks is likely to follow from the detailed attention given to particular problems.
 - (B) false; the proportion of specialized personnel is small in proportion to total personnel.
 - (C) true; the increased interrelationships arising from increased specialization are sources of potential friction.
 - (D) true; the specialist tends to resent direction from superiors who are not specialists.
4. Staff or functional supervision in an organization
 - (A) is least justified at the operational level.
 - (B) is contrary to the principle of Unity of Command.
 - (C) is more effective than authoritative supervision.
 - (D) normally does not give the right to take direct disciplinary action.
5. As part of your duties to analyze operating practices, you make a tour of a unit, talking to the employees about work methods; problems, and other pertinent topics. Such informal data gathering is often incomplete or inaccurate. At a later meeting with the unit supervisor you question him about the information you have gathered but he is unable to answer the questions immediately. He asks to accompany you on another tour of his unit and answer the questions on the spot. You refuse, explaining that employees will be reluctant to speak up in the presence of a supervisor. The situation you have created may best be described as a violation of the principle of organization called
 - (A) delegation of authority
 - (B) specialization of work
 - (C) span of control
 - (D) unity of command

6. "A person desiring greater status and income in municipal government must, with few exceptions, move into the supervisory ranks. When he does, he will encounter certain changes in attitudes and relationships to which he must make satisfactory adjustments. His rise will create a degree of hostility and natural jealousy among his colleagues who have not tried to improve their situation or who have tried and failed. In a sense, too, he is forced upon the group he will supervise because under normal civil service practice the group has little to say in his appointment. A subtle change takes place also in his social situation; he must be in contact with his subordinates but he cannot be part of them; otherwise he yields a basic obligation to management of which he is a part." The most important conclusion to be made from this statement is
- (A) a person in a management post should limit his contacts with subordinates to a minimum.
 - (B) he must plan to advance himself further.
 - (C) he should isolate himself from the work of the supervised group.
 - (D) he must subordinate personnel popularity to the interest of the organization.
7. A budget that itemizes expenditure estimates by detailing materials to be purchased, equipment to be maintained, salaries to be paid, etc., is known as
- (A) a performance budget.
 - (B) a capital budget.
 - (C) a line-item budget.
 - (D) a program budget.
8. Organizational activities for which there are no allocated funds available are finance from
- (A) Special Revenue Funds
 - (B) Sinking Funds
 - (C) General Fund
 - (D) Special Assessment Funds
9. "One of the real revolutions in public administration during the last half-century is the growth in importance of the budget as a planning and control instrument. Several trends account for this growing importance." Which of the following is NOT one of these?
- (A) Rapid Growth of the urban population
 - (B) The cheapening of the dollar
 - (C) The improved standards of living
 - (D) Full employment
10. The position classifying bureau of the Municipal Personnel Agency is normally NOT responsible for
- (A) allocating individuals to classes.
 - (B) assigning titles to classes of positions.
 - (C) establishing minimum qualifications for positions.
 - (D) determining which positions are necessary.
11. In performing a job analysis for position classification, which of the following is FALSE?
- (A) It is a study of the person who is to occupy the job.
 - (B) Time and motion studies may be used.
 - (C) It may be used in establishing rates of compensation.
 - (D) It is often done by staff authority.
12. Which of the following is considered to be an essential element in classifying a position?
- (A) Number of positions similar to the one being classified.
 - (B) Determination of salary to be paid for position.
 - (C) Comparison of the position with similar and related positions.
 - (D) Evaluation of the skills demanded by the position.

13. If you are devising a service rating system, which of the following objectives should be the LEAST important?
- (A) To validate selection procedures.
 - (B) To improve quality of supervision.
 - (C) To encourage the development of employee performance.
 - (D) To furnish the basis of formulating a position classification plan.
14. The agency that would be concerned with the amicable and expeditious settlement of differences between labor and private employees would be
- (A) Municipal Labor Department
 - (B) Finance Administration.
 - (C) Economic Development Administration
 - (D) Human Resources Administration

(Ed. Note to Students. It is always useful to review a current "Green Book" when studying for examinations.)

15. The Department of Real Estate is under
- (A) the Housing and Developmental Administration.
 - (B) the Finance Administration.
 - (C) the Municipal Service Administration.
 - (D) the Economic Development Administration.
16. The agency or category allocated the largest sum of money in the City's Executive Budget for 1972-1973 is
- (A) Education
 - (B) Human Resources Administration
 - (C) Health Services
 - (D) Debt Service

Please answer questions 17 and 18 on the basis of the following statement:

"The process of validating a factual proposition is quite distinct from the process of validating a value judgment. The former is validated by its agreement with the facts, the latter by human authority."

17. According to the above statement, the one of the following methods which is most acceptable for determining whether or not a proposition is factually correct is to
- (A) prove that a related proposition is factually correct.
 - (B) derive it logically from accepted assumptions.
 - (C) show that it will lead to desired results.
 - (D) compare it with experience.
 - (E) refer it to some recognized authority.
18. Assuming the correctness of the above statement, the statement that: "The correctness of all ethical propositions can be tested empirically" is
- (A) correct; testing empirically is validating by agreement with facts
 - (B) not correct; ethical propositions are value judgments
 - (C) correct; ethical propositions are based on rational hypotheses
 - (D) not correct; a factual proposition is validated by its agreement with facts
 - (E) correct; the process of validation used depends upon what is being validated.
19. "The rejection of ^{the} theory of inverse probability was for a time wrongly taken to imply that we cannot draw, from knowledge of a sample, inferences respecting the corresponding population. Such a view would entirely deny validity to all experimental science." According to the above passage

- (A) the theory of inverse probability cannot be applied to an entire population.
 - (B) making deductions from a sample is consistent with experimental science.
 - (C) making deductions from a sample is inconsistent with experimental science.
 - (D) the theory of inverse probability is based on the study of samples.
 - (E) the principles of experimental science are not applicable to the theory of inverse probability.
20. "May I point out that if technical employees are given assignments only in their special fields, there will be an immediate gain in conserving special skills. And, if we are to make optimum use of the abilities of the technical employees, it is necessary that these skills be conserved." Assuming the correctness of this analysis, it follows that
- (A) if we are not making optimum use of the abilities of technical employees, we have been giving technical employees assignments outside of their special fields.
 - (B) we are making optimum use of the abilities of technical employees if we conserve special skills.
 - (C) we are making optimum use of the abilities of technical employees if we give them assignments only in their special fields.
 - (D) we are not making optimum use of the abilities of technical employees if we give them assignments outside of their special fields.
 - (E) if we are making optimum use of the abilities of technical employees, there is no need to conserve special skills.
21. "It is less costly to replace old equipment than to repair it." Which of the following statements tends to prove this hypothesis most conclusively?
- (A) The repair of old equipment is frequently as costly as the purchase of new equipment.
 - (B) Continuance in service of old equipment is at least as costly as its replacement by new equipment.
 - (C) The replacement of old equipment is more desirable than its repair.
 - (D) The cost for repairing old equipment is not a one-time cost while the cost of new equipment is a one-time cost.
 - (E) The operating time lost as a result of repairs being required increases the actual cost of operating old equipment.
22. "An increasing birth rate will be followed by an increased school registration." On the basis of this statement only, it would be most accurate to state that
- (A) school registration does not change during a period with a level birth rate.
 - (B) an increasing school registration is preceded by a period with an increasing birth rate.
 - (C) a period with an increasing birth rate is sometimes followed by a decreasing school registration.
 - (D) a period with a decreasing birth rate is sometimes followed by a decreasing school registration.
 - (E) a decreasing school registration is never preceded by a period with an increasing birth rate.

Questions 23 through 27 concern words not in keeping with the meaning. Identify the word in the statement that is incorrect and select the choice that would make the statement correct.

23. Lack of employee input in the case of training often exists, but is frequently dealt with in evaluation of the training effort. Failure to deal with as important a factor as this can be ruinous to the training effort.
- (A) seldom (B) margin (C) ancillary (D) contributory
 - (E) exoteric

24. It is a fallacy that policies generated at the top of the hierarchy are often not acceptable to those on the lower levels, particularly in the case of blue-collar workers among whom the rewards and sanctions of the union or members of the immediate social group are more impelling than the rewards or sanctions available to management.
(A) paralogism (C) truism (C) commands (D) undetermined (E) fluctuating
25. Basically an organization develops when employees in it have rather free control over their behavior within the organization, when the philosophy of the organization is that maximum interpersonal interplay through a minimum number of hierarchical levels is desirable, and when a person traditionally called a "trainer" performs an integrating function.
(A) instinctively (B) total (C) flat (D) strong (E) maximum

(It is suggested you complete following 25 questions before checking)

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

26. In gaining cooperation in human relations, the one who would influence must often foster his own ego and fertilize and feed that of the one who is to be influenced.
(A) lassitude (B) emulate (C) suppress (D) implant (E) not
27. In the United States in general we have been criticized for our emphasis upon physical, materialistic, and economic goals. These are still important but the trends point toward the more complex, or appreciative of the beautiful, as for example in the architecture of our new factories and colors in the workplaces.
(A) ephemeral (B) concrete (C) prosaic (D) aesthetic (E) culture
28. It is generally agreed that the "face-to-face" method of communicating is the most effective from a supervisor's standpoint. This is true primarily because
(A) the attitude of the recipient can be accurately appraised
(B) it provides a two-way channel of expression which results in clarification of ideas
(C) it is illustrative of the extremely desirable supervisory technique known as the "democratic approach"
(D) it brings the supervisor closer to the actual level of operation
29. In most large organizations there are instances where there is not perfect agreement between the views of a superior and those of his subordinates. To correct such a situation, a skillful supervisor will encourage and permit his subordinates to
(A) discuss their doubts and criticisms with their co-workers.
(B) bring to him questions regarding procedures which to them seem unwise and afford him an opportunity to discuss the reasons for the procedures.
(C) express their doubts and then carry out the procedures as they think best, since this arrangement will develop considerable initiative on their part.
(D) follow the procedures unquestioningly even when they seem unwise.

30. "In the communications process, a formal communication should contain a multiplicity of ideas and several related objectives in order to provide for time-saving economy and to enhance the prospects of eventual compliance by subordinates." This statement is generally
- (A) true, since it reduces to a minimum the need for issuance of frequent communications from policy-making levels.
 - (B) false, since the number of ideas and objectives contained in a single communication operates in inverse ratio to the degree of compliance.
 - (C) true, since continuity and cohesiveness of plans are developed by infrequent but elaborate formal communications.
 - (D) false, since time-saving devices are not the concern of superiors engaged in developing an effective communications process.
31. Experts in supervisory practices have been emphasizing the importance of the art of listening on the part of supervisors. A recently published text devotes over three hundred pages to a discussion of how managers and supervisors can improve their ability to listen. Select one of the following not considered an important rule to follow in developing the skill of listening.
- (A) Be attentive and concentrate on what is being said.
 - (B) Concentrate on the spoken word without concern for implied meanings.
 - (C) Ask an occasional question when appropriate to the discussion.
 - (D) Make sure you understand fully what is being said.
32. A supervisor who is to direct a team of senior clerks and clerks in a complex project calls them together beforehand to inform them of the tasks each employee will perform on this job. Of the following, the chief value of this action by the supervisor is that each member of this team will be able to
- (A) work independently in the absence of the supervisor.
 - (B) understand what he will do and how this will fit into the total picture.
 - (C) share in the process of decision-making as an equal participant.
 - (D) judge how well the plans for this assignment have been made.
33. A supervisor who has both younger and older employees under his supervision may sometimes find that employee absenteeism seriously interferes with accomplishment of goals. Studies of such employee absenteeism have shown that the absences of
- (A) employees under 35 years of age are usually unexpected and the absences of employees over 45 years are usually unnecessary.
 - (B) employees of all age groups show the same characteristics as to length of absence.
 - (C) employees under 35 years of age are for frequent, short periods while the absences of employees over 45 years of age are less frequent but of longer duration.
 - (D) employees under 35 years of age are for periods of long duration and the absences of employees over 45 years of age are for periods of short duration.
34. Suppose you have a long-standing procedure for getting a certain job done by your subordinates that is apparently a good procedure. Changes in some steps of the procedure are made from time to time to handle special problems that come up. For you to review this procedure periodically is desirable mainly because
- (A) the system is working well.
 - (B) checking routines periodically is a supervisor's chief responsibility.
 - (C) subordinates may be confused as to how the procedure operates as a result of the changes made.
 - (D) it is necessary to determine whether the procedure has become outdated or is in need of improvement.

35. In conducting an interview, the best type of questions with which to begin the interview are those which the person interviewed is
- (A) willing and able to answer.
 - (B) willing but unable to answer.
 - (C) able to but unwilling to answer.
 - (D) unable and unwilling to answer.
36. In order to determine accurately a child's age, it is best for an interviewer to rely on
- (A) the child's grade in school.
 - (B) what the mother says.
 - (C) birth records.
 - (D) a library card.
37. In his first interview with a new employee, it would be least appropriate for a unit supervisor to
- (A) find out the employee's preference for the several types of jobs to which he is able to assign him.
 - (B) determine whether the employee will make good promotion material.
 - (C) inform the employee of what his basic job responsibilities will be.
 - (C) inquire about the employee's education and previous employment.
38. If an interviewer takes care to phrase his questions carefully and precisely, the result will most probably be that
- (A) he will be able to determine whether the person interviewed is being truthful.
 - (B) the free flow of the interview will be lost.
 - (C) he will get the information he wants.
 - (D) he will ask stereotyped questions and narrow the scope of the interview.
39. When, during an interview, is the person interviewed least likely to be cautious about what he tells the interviewer?
- (A) Shortly after the beginning when the questions normally suggest pleasant associations to the person interviewed.
 - (B) As long as the interviewer keeps the questions to the point.
 - (C) At the point where the person interviewed gains a clear insight into the area being discussed.
 - (C) When the interview appears formally ended and good-byes are being said.
40. In an interview held for the purpose of getting information from the person interviewed, it is sometimes desirable for the interviewer to repeat the answer he has received to a question. For the interviewer to rephrase such an answer in his own words is good practice mainly because it
- (A) gives the interviewer time to make up his next question.
 - (B) gives the person interviewed a chance to correct any possible misunderstanding.
 - (C) gives the person interviewed the feeling that the interviewer considers his answer important.
 - (D) prevents the person interviewed from changing his answer.
41. There are several methods of formulating questions during an interview. The particular method used should be adapted to the interview problems presented by the person being questioned. Of the following methods of formulating questions during an interview, the acceptable one is for the interviewer to ask questions which

- (A) incorporate several items in order to allow a cooperative interviewee freedom to organize his statements.
 - (B) are ambiguous in order to foil a distrustful interviewee.
 - (C) suggest the correct answer in order to assist an interviewee who appears confused.
 - (D) would help an otherwise unresponsive interviewee to become more responsive.
42. For an interviewer to permit the person being interviewed to read the data the interviewer writes as he records the person's responses on a routine departmental form is
- (A) desirable, because it serves to assure the person interviewed that his responses are being recorded accurately.
 - (B) undesirable, because it prevents the interviewer from clarifying uncertain points by asking additional questions.
 - (C) desirable, because it makes the time that the person interviewed must wait while the answer is written seem shorter.
 - (D) undesirable, because it destroys the confidentiality of the interview.
43. Suppose that a stranger enters the office you are in charge of and asks for the address and telephone number of one of your employees. Of the following, it would be best for you to
- (A) find out why he needs the information and release it if his reason is a good one.
 - (B) explain that you are not permitted to release such information to unauthorized persons.
 - (C) give him the information but tell him it must be kept confidential.
 - (D) ask him to leave the office immediately.
44. A member of the public approaches a City employee who is at work at his desk. The employee cannot interrupt his work in order to take care of this person. Of the following, the best and most courteous way of handling this situation is for the employee to
- (A) avoid looking up from his work until he is finished with what he is doing.
 - (B) tell this person that he will not be able to take care of him for quite a while.
 - (C) refer the individual to another employee who can take care of him right away.
 - (D) chat with the individual while he continues with his work.
45. Some organizations, as a matter of policy, transfer their administrative staff personnel from one unit to another after stated periods of service in the unit. Of the following, the main advantage of such a policy is that it
- (A) helps keep the staff members abreast of the technical developments in their fields.
 - (B) impedes the formation of personal cliques among staff members.
 - (C) helps develop wider outlook and loyalty to the organization as a whole rather than to the unit assigned.
 - (D) permits the more effective utilization of the individual talents of staff members.
46. Leaders generally are somewhat more intelligent than their followers. The chief difficulty of the leader who is markedly more intelligent than his followers is that a leader has difficulty in
- (A) overcoming the suspicion and distrust of intellectuals on the part of the group.
 - (B) understanding the thought processes of persons who are intellectually inferior.
 - (C) accepting the irrational and emotional basis of much of human conduct.
 - (D) making himself understood by the group.

47. In a psychological study of leadership it was found that it is possible to predict the behavior of a new man in a leadership position more accurately on the basis of the behavior of his predecessor in the position than on the behavior of the man himself in his previous job. The best explanation of this observation is that there is a tendency
- (A) to select similar types of personalities to fill the same type of position.
 - (B) for a newly appointed man to avoid instituting basic changes in operational procedures.
 - (C) for a given organizational structure and set of duties to produce similar patterns of behavior.
 - (D) for increased responsibility to impose more mature patterns of behavior on an incumbent.
48. An administrative official finds that the reports reaching him from his subordinates tend to exaggerate the favorable and minimize the unfavorable aspects of situations existing within the unit. The one of the following which would be the most valid conclusion to draw is that
- (A) the administrative official has been overly severe with subordinates and has instilled fear in them.
 - (B) there is a normal tendency for persons to represent themselves and their actions in the best possible light.
 - (C) members of the department tend to be optimists.
 - (D) the administrative official has not been sufficiently critical of previous reports and has not been alert to conditions in the unit.
49. A special unit of a municipal department is rife with rumors concerning plans for its future and the possibility of its abolition. As a result, morale and productivity of members assigned to it have suffered. To handle this situation, the administrative official in charge of the unit adopts a policy of promptly corroborating factual rumors and denying false ones. This method of dealing with the problem will achieve some good results, but its chief weakness is that
- (A) it gives status to the rumors by the attention paid to them.
 - (B) the administrative official may not have the necessary information at hand to dispose promptly of all rumors.
 - (C) it "chases" the rumors rather than forestalling them by giving information concerning the unit's future.
 - (D) the administrative official may have confidential information which he should not divulge.
50. An administrative official, realizing the importance of harmonious relationships within his unit, made a practice of unobtrusively intervening in any conflict situation between subordinates. Whenever friction seemed to be developing, he would attempt to soothe ruffled feelings, remove the source of difficulty by rescheduling activities or reassigning personnel, etc. His efforts were always behind-the-scenes, and unknown to the employees involved. Although this method of operation produces some good results, its chief drawback is that it
- (A) violates the chain of command principle.
 - (B) involves the administrative official in personal relationships which are not properly his concern.
 - (C) requires confidential sources of information about relationships within the unit which borders on spying.
 - (D) permits subordinates to engage in unacceptable practices without correction.

Please read and consider the NOTE at the beginning of the next page before checking the key answers.

NOTE: It was suggested that you answer the questions successively.

There are various techniques for answering a series of multiple-choice questions on various subjects, and these methods are equally applicable for short essay answers to in-basket questions.

The famous professional school whose questions form the basis of this second section of your home-study course counseled its students to skip the sections containing the most difficult or time-consuming questions, do first the subjects they were most proficient in, and return later to the passed-over questions. To many, this meant saving the mathematics or graph questions to the end.

Some examination-takers have been successful by reading every question in turn, answering those they feel comfortable with, skipping the others and then going back and resuming. They may even pass a question over a second time. They mark doubtful answers for later review, time permitting. They require tremendous stamina for concentration.

Others have been successful by answering every single question in turn, never going back. They believe that if they don't know the answer the first time they read the question they will not know it a couple of hours later. They also believe that if you read but do not answer questions they will linger in your mind and interfere with your thought processes later. They are decisive, and confident with their abilities and preparation.

You have to decide what works for you.

KEY ANSWERS - QUESTIONS 26-50						
26. C	27. D	28. B	29. B	30. B	31. B	32. B
33. C	34. D	35. A	36. C	37. B	38. C	39. D
40. B	41. D	42. A	43. B	44. C	45. C	46. D
47. C	48. B	49. C	50. D			

Ed. Note: Reminder; you should be converting these multiple choice questions into in-basket type questions requiring short essay answers.

(We continue with selected multiple-choice questions and answers from the professional course given for Administrative Manager/Assistant Director.)

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51. At a division conference at which a basic change in the department's procedure was to be announced, the conference leader started the discussion by asking the group for criticisms of the existing procedures. He then described the new procedures to be employed and explained the improvements in operations that were anticipated. The conference leader's method of introducing the change was ---
- (A) Good, mainly because the conference members would be more receptive to the new procedure if they understood the inadequacies of the old.
 - (B) Bad, mainly because the conference members would realize that the decision for change had been made before the discussion and without consideration of their comments.
 - (C) Good, mainly because the comments and criticisms of the old procedure would provide the basis for evaluating the feasibility of the new method.
 - (D) Bad, mainly because the focus of the discussion was on the procedure being replaced rather than on the procedure being introduced.

52. A section chief in charge of a specialized unit calls a staff conference to discuss a proposed modification of some procedures. After making some introductory remarks, the chief wants the comments of the members of the staff. The staff consists of eight subordinates ranging in rank from office aide to principal administrative assistant III, each subordinate having responsibility for a different aspect of the program. Of the following, the best procedure for him to follow is to call upon each subordinate ---

- (A) In descending order of rank, mainly because the employees with the highest rank are likely to have the most experience and ability.
- (B) In ascending order of rank, mainly because the junior employees are more likely to be freer in their comments if they give their views before the senior employees speak.
- (C) In order of their specialized knowledge and competence in the subjects under discussion mainly because those with most knowledge and competence can best lead the discussion.
- (D) In order of seating around the table, mainly because informality of procedure and democratic leadership is obtained.

(THE NEXT FOUR QUESTIONS PERTAIN TO PUBLIC RELATIONS)

53. As a supervisor assigned to a public relations unit in a city agency, you find a certain program under severe attack by a citizens group. To be of greatest value to your supervisor, you should ---
- (A) present the department side of the story to all meetings or to all groups whether hostile or not.
 - (B) Attempt to get another citizen's group to defend the department program.
 - (C) get greater support from the general public and the press to effectuate the program.
 - (D) ignore group opinions; rather, strive to affect individuals and let them persuade their groups.
54. The commission has assigned you to present the department side to a group of citizens well disposed to municipal programs. You should present ---

- (A) only the department side.
 - (B) both sides of the story, but present the department side last.
 - (C) both sides of the story but present the department side first.
 - (D) the facts and let the audience draw its own conclusion.
55. Supervisor X, as a representative of the Commissioner, has been ordered to present the department arguments in reference to a new program of inspections and to emphasize such presentation by stressing the enforcement that will follow. In this instance, ---
- (A) a mild threat is less of a deterrent than a strong threat.
 - (B) any form of threat should be avoided, since you are seeking cooperation.
 - (C) an overly strong threat is less of a deterrent than a mild threat.
 - (D) the mere statement that enforcement will follow is sufficient to effect cooperation.
56. If, after an investigation and further consultation with central authorities, wholesale bribe-taking has been confirmed within a certain unit, the agency involved should ---
- (A) withhold information from the public until a more secure image can be created.
 - (B) break the story since such agency can present the least damaging picture.
 - (C) arrange a compromise solution and present it to the public as an accomplished fact.
 - (D) permit the central authorities to break the story since it presents a more efficient picture.
57. The characteristic of flexibility versus stability of a policy seems contradictory to subordinate A. The difference can best be explained by the administrative manager if he points out that---
- (A) policies are decision guides and definite formulae for specific actions; therefore, stability must outweigh flexibility.
 - (B) changing events and materials force a change in policy; therefore, flexibility refers to the ability to change policy when it becomes outmoded.
 - (C) policy should be as stable as possible but sufficiently flexible to handle problems that vary from the normal; policy's true purpose must be understood as a guide for decisions, not an inflexible formula for action.
 - (D) most policy at unit level is based on precedent and tradition and, therefore, subject always to the discretion of the supervisor.
58. When an administrative manager finds himself devoting too much time to telling his subordinates how to handle their job problems, then ---
- (A) he is spending too little time in formulating policies for the guidance of his subordinates.
 - (B) he is neglecting to delegate sufficient authority to his subordinates.
 - (C) he should immediately begin to plan for better use of his time.
 - (D) he should evaluate his approach to the administration of his section and establish better controls.
59. Since the policies of a municipal department are well established, an administrator does not need to formulate section policy. This statement is ---

- (A) true, it is difficult for an administrator to establish a policy which will not in some way coincide or contradict established, overall policies.
- (B) false, department policies have to be broad enough to cover the whole organization, they are seldom detailed enough to guide a section in its internal organization.
- (C) true, the administrator's responsibility in this area is to formulate procedure to implement department policy.
- (D) false, uniformity of enforcement is essential and this is impossible when the administrator does not establish his own section policy.

60. Administrative Manager X, when giving a decision on a controversial item, reminds the subordinates of the policy under which such a decision was made. This is ---

- (A) good, the subordinates will be aware that he is not being arbitrary, operating by whim, or playing favorites.
- (B) unnecessary, policies have been explained over and over again to subordinates.
- (C) a form of buck-passing, since the administrative manager is blaming a policy for his unfavorable decision.
- (D) bad, policy commits management to specific decisions and as such should not be given unfavorable publicity.

* * * * *

(NOTE: The following series of eight questions each have only three possible answers.)

61. After objectives and policies have been stated, what is the next step?

- (A) develop plans and procedures
- (B) make forecasts
- (C) examine conditions; gather data

62. We have the following information:

- 1. established objectives.
- 3. identified problems and opportunities.

Who should do the planning:

- (A) Planning should be turned over to the controller. You can alter his plan if you do not agree.
- (B) Planning should be assigned to the division heads. Each will work out a plan for his own division.
- (C) Planning should be a joint effort of the controller and other division heads; you and any staff experts available will cooperate and assist as planning progresses.

63. Regarding plans and planning, choose the most accurate statement below.

- (A) In the absence of an agency-wide plan, it is better to avoid planning in the individual work unit.
- (B) Every manager or supervisor must plan if he is to carry out his managerial functions.
- (C) Every manager should make a preliminary plan, and then await the agency-wide plan.

64. Speaking of knowing the whole planning process, perhaps you can identify the following:

Objectives	Programs
Policies	Budgets
Procedures	

- (A) The above are elements of overall planning.
- (B) The above are guides for planning.
- (C) The above are alternates to planning.

65. Consider the following:
 Develop and understand objectives.
 Establish policies.
 Collect Data.
 Develop alternative action proposals.
 Decide on action.
 The above statements are ---
 (A) Steps in planning.
 (B) Guidelines to consider in planning.
 (C) The action motif ascribed to planning.
66. Managers have always know the value of seeing into the future. In ancient times, almost every ruler worth his salt had a soothsayer or two around to forecast events. Forecasting means ---
 (A) The use of scientific measurements to predict future events with great accuracy.
 (B) Concluding from data that there is reasonable assurance that certain events have a chance of occurring.
 (C) The utilization of economic barometers to determine future climate.
67. If you ask for additional historical information on costs, case-loads, etc., which of the following will you be doing?
 (A) Refining the forecast process.
 (B) Developing the groundwork for forecasting.
 (C) Estimating the future.
68. Suppose that the majority of mathematical projections predicts a serious downturn in new cases while you and your advisers believe that a mild upturn is approaching. Which statement below gives you the best advice?
 (A) Follow the course dictated by the mathematical projections. That's what they are there for.
 (B) Follow your own ideas and those of your advisers. Management is an art, not a science.
 (C) Modify the course dictated by the mathematical projections so as to reflect both management and specialist judgment.
 * * * * *
69. The director of a personnel bureau with 100 employees would probably operate most efficiently if he had under his immediate supervision approximately ---
 (A) 5 subordinates
 (B) 25 subordinates
 (C) 50 subordinates
 (D) 100 subordinates
70. A worker is usually most productive when he is assigned to work which ---
 (A) he is able to do best.
 (B) involves a variety of skills.
 (C) is under close supervision.
 (D) requires little skill.
71. It is desirable to all staff specialists to have some knowledge of line activities primarily in order that they may ---
 (A) direct line activities when necessary.
 (B) have a proper framework for research.
 (C) know how to deal with all types of personnel.
 (D) take cognizance of the agency's needs and problems.
72. When a supervisor delegates an assignment, he should ---
 (A) delegate his responsibility for the assignment.
 (B) make certain that the assignment is properly performed.
 (C) participate in the beginning and final stages of the assignment.
 (D) retain all authority needed to complete the assignment.

73. The one of the following which is least important in the management of a suggestion program is ---
 (A) giving awards which are of sufficient value to encourage competition.
 (B) securing full support from the department's officers and executives.
 (C) publicizing the program and the awards given.
 (D) providing suggestion boxes in numerous locations.
74. The one of the following which is most likely to decrease morale is ---
 (A) insistence on strict adherence to safety rules.
 (B) making each employee responsible for the tidiness of his work area.
 (C) overlooking evidence of hostility between groups of employees.
 (D) strong, aggressive leadership.
75. Several employees complain informally to their supervisor regarding some new procedures which have been instituted. The supervisor should immediately ---
 (A) explain that management is responsible.
 (B) investigate the complaint.
 (C) refer the matter to the methods analyst.
 (D) tell the employees to submit their complaint as a formal grievance.
76. The principal aim of an administrator is to ---
 (A) act as liaison between employee and management.
 (B) get the work done.
 (C) keep up morale.
 (D) train his subordinates.
77. Work measurement can be applied to operations where work load can be related to ---
 (A) available personnel for the implementation of assigned tasks.
 (B) follow-up programs for continued progress.
 (C) cost abatement and optimum efficiency.
 (D) low cost materials for larger economies.
 (E) manhour utilization on assigned tasks.
78. It would be true that one of the following is not a primary advantage of a work measurement program.
 (A) The selection of informed personnel.
 (B) Knowledge of personnel Needs.
 (C) Support of personnel requests.
 (D) Setting of approximate unit costs.
79. A program of work measurement would be least likely to ---
 (A) point up the need for management research.
 (B) keep workload and personnel on an even keel.
 (C) measure the performance in exceptional operations.
 (D) evaluate the status of operations.
80. "Generally speaking, there are two kinds of work measurement: (1), the traditional industrial engineering kind where performance standards are determined by time study or other engineering techniques, and (2) the statistical kind where yardsticks (so-called to distinguish them from engineered standards) are developed from a statistical analysis of past performance data. These data consist essentially of periodic reports in which work performed, expressed in identifiable work units, is related to the time required to perform it, usually expressed in manhours." The essential difference between the two kinds of work measurement is ---
 (A) the statistical type is based on past, current and future determinants of a divergent nature, while engineered standards are restrictive
 (Continued)

- (B) yardsticks are less restrictive than engineered standards.
 - (C) time study standards employ a higher ratio of manhour data than do statistical standards
 - (D) engineered standards are more costly as well as more accurate than routine time study methods.
81. Government has favored the use of the statistical type of work measurement over the industrial type mainly because ---
- (A) government is an institution rarely hampered by money-seeking techniques.
 - (B) as the statistical type of work measurement is broadly-based, it is more capable of filling the wide expanse of government's needs.
 - (C) employees might object vehemently against speed-ups, thereby sapping work measurement's force.
 - (D) the former appears to be just as effective and less expensive than the latter.
82. A work measurement program is a system by which --- (Choose the most accurate statement to complete the sentence.)
- (A) a periodic account is kept of individual and group performance.
 - (B) a recurring account is kept of group performance.
 - (C) a periodic account is kept of performance by an individual.
 - (D) a periodic account is kept of performance by a group.
83. Statistical standards developed during the early stages of a work measurement program ---
- (A) are changed too rapidly and thus are of little value in the final program.
 - (B) are subject to change as the program moves forward.
 - (C) are incorporated into the final program, ultimately, for research studies.
 - (D) are abandoned before the effective date of the final program.
84. The one of the following which is not an objective of a work measurement program is ---
- (A) to furnish a basis for procedural control.
 - (B) to provide a true basis for management control.
 - (C) to furnish a genuine basis for budget control.
 - (D) to provide a basis for management planning.
85. The most valid of the following concepts of management control is ---
- (A) it examines the method with which work assignments have been accomplished in accordance with preconceived plans and policies.
 - (B) it examines preconceived plans and policies to determine their ultimate value.
 - (C) it examines results to determine how well work assignments have been accomplished in accordance with preconceived plans and policies.
 - (D) it examines the work of individual employees to get an acceptable standard, so as not to endanger the entire control program.
86. Of the following, the least likely area in which a deficiency in operations would be revealed by a work measurement program is ---
- (A) improper personnel utilization.
 - (B) inadequate equipment.
 - (C) distribution of work.
 - (D) personnel rating.
87. The most accurate of the following statements regarding the standard as used in a work measurement program is ---
- (A) standard rates of performance should not be established until the effectiveness of an operation has been determined.
 - (B) the measure of effectiveness should be kept separate and distinct from the application of standards to actual performance.
 - (C) standards should not be used as guides in planning.
 - (D) standard rates of performance must be established before effectiveness of an operation can be determined.

88. The first and most important basic consideration in instituting a program of work measurement is ---
 (A) the indoctrination of personnel.
 (B) the establishment of a uniform technology.
 (C) the selection of the time unit.
 (D) the selection of a standard.
89. "A _____ is an item or a group of items, generally physical, which, when taken in the aggregate, serve to measure amounts of work."
 (A) Therblig (C) operation
 (B) function (D) work unit
90. Which of the following epitomizes the raison d'etre of Work Simplification?
 (A) waste elimination (C) time study speedups
 (B) empirical costs (D) charting techniques
91. A process charting analysis is likely to be of little value in the event of ---
 (A) a major change in the department's activity.
 (B) a new supervisor from the "outside" coming in to head the unit.
 (C) increase in volume of work.
 (D) sizable personnel turnover.
92. The distinctive feature between a method and a procedure may best be illustrated by the following:
 (A) a series of procedures comprises a method.
 (B) a series of related methods performed usually by one person constitutes a procedure.
 (C) a procedure is comprised of a series of related methods.
 (D) a procedure encompasses a range more limited than that of a method.
93. The correlation between a Flow Process Chart and a Flow Diagram is adequately depicted by the statement:
 (A) A Flow Process Chart is supportive machinery to the Flow Diagram.
 (B) In essence, the Flow Process Chart exhibits time, distance and location, using standard symbols, whereas the Flow Diagram exhibits flow lines and uses classificational symbols.
 (C) Much of the information on the Flow Process Chart is reproduced from the Flow Diagram.
 (D) The Flow Diagram is complementary to the Flow Process Chart.
94. One of the following is least apt to clarify the underlying distinction between Work Simplification and other methods of betterment procedures.
 (A) Work Simplification is dependant on supervisory participation.
 (B) Work Simplification is designed for employee participation.
 (C) Work Simplification places the accentuation on group participation.
 (D) Work Simplification places the emphasis on the ideas of "experts."
95. One of the ensuing statements holds the least validity in describing the Process of Administrative Management.
 (A) It is composed of interdependent functions.
 (B) It is comprised of related parts.
 (C) It is cyclical.
 (D) It consists of independent parts.
96. Work activity, as to type, individual performance and time expenditure is best depicted by a ---
 (A) Flow Process Chart.
 (B) Work Flow Chart
 (C) Work Distribution Chart.
 (D) Operations Chart.

97. Neither the Work Distribution Chart nor the Flow Process Chart furnishes adequate intelligence as to ---
 (A) methods
 (B) activities
 (C) nature of work activity
 (D) unit prices
98. A graphic presentation of the steps and distribution through which each copy of a multiple copy office form travels is ---
 (A) a Work Distribution Chart
 (B) a Flow Process Chart
 (C) a Flow Diagram
 (D) an Operations Chart
99. A chief target of Work Simplification is:
 (A) the achievement of greater productivity with the same work effort.
 (B) obtaining the same work accomplishment with less effort.
 (C) employee participation and little resistance to change.
 (D) all of these.
100. In conducting a Work Simplification program, the Flow Process Chart is, indeed, important. Which of the following office problems is the most likely to be solved by the use of the Flow Process Chart?
 (A) Are the employees deluged with unrelated tasks?
 (B) What activities are the most costly, in terms of time consumed?
 (C) Is the proper sequence of work activity employed?
 (D) Is there an even distribution of work among the employees?





* * * * *

51. B	52. C	53. B	54. A	55. C	56. B	57. C	58. A
59. B	60. A	61. C	62. C	63. B	64. A	65. A	66. B
67. B	68. C	69. A	70. A	71. D	72. B	73. D	74. C
75. B	76. B	77. E	78. A	79. C	80. B	81. D	82. B
83. B	84. A	85. C	86. D	87. D	88. B	89. D	90. A
91. B	92. C	93. D	94. D	95. D	96. C	97. D	98. C
			99. C	100. D			

* * * * *

NOTES:

1. The last eleven and the following fourteen questions pertain to Work Simplification.
2. You have observed that where you have been required to select the least likely response, the word least has been underscored. For the remainder of this home study course we will not underscore such words, not to trick you, but to prepare you if your examination questions are not so marked.
3. After marking your answers, if you have not already done so, please reword the question in your mind into a short essay answer in-basket type of question.

101. In the matter of procedural analysis, which query should be attended to before the others?
 (A) When should the step be performed?
 (B) Who should perform the step?
 (C) What is the significance of the step?
 (D) Where can this be improved upon?
102. Storage on a movement diagram is represented by ---
 (A)  (B)  (C)  (D)  (E) none of these
103. The use of a Flow Process Chart is least desirable in indicating ---
 (A) the time rate for each step
 (B) distance travelled
 (C) equipment-facilities layout
 (D) sequence of activities
104. Division of work is best delineated by means of a ---
 (A) Work Methods Chart (C) Work Distribution Chart
 (B) Flow Process Chart (D) Flow Authority Chart
105. In seeking to conduct a Work Simplification analysis, the most appropriate first step would be to ---
 (A) chart the procedures.
 (B) survey the facilities as to spatial access.
 (C) make problem area determination.
 (D) set up composition of forms analysis.
106. The conception of a standard is best denoted as a ---
 (A) hypothetical level.
 (B) circumscribed level of work activity.
 (C) level of comparing.
 (D) quintessential ideal.
107. With reference to office work simplification, it could be considered expeditions to ---
 (A) first simplify the procedure, and then the individual methods.
 (B) simplify the individual methods first, then the procedure.
 (C) concurrently, simplify the methods and the procedure.
 (D) none of these.
108. The most valid precept relative to work analysis is ---
 (A) the volume of work is inversely proportional to the distribution or sequence of work.
 (B) in meeting production standards, the sequence of work transcends its distribution.
 (C) work sequence and work distribution should be analyzed in relation to work volume.
 (D) work sequence and work distribution should be examined for work validation concepts.
109. Which of the following demonstrates the principal use of a Flow Process Chart?
 (A) A useful tool to train new employees.
 (B) Ascertaining the effectiveness of the organization's employees.
 (C) Pinpointing "bottlenecks" affecting an operation.
 (D) Determining the visibility of organizational relationships.
110. The Work Distribution Chart would generally be of little value in answering:
 (A) In what order are the activities being carried out?
 (B) Which activities consume the most time?
 (C) Is a work balance maintained among the employees?
 (D) Are the employees laboring under a plathora of unrelated tasks?

111. A worthwhile analytical tool in Work Simplification is the Flow Process Chart. The most valid of the following statements is:
- (A) A Flow Process Chart is generally reliable without review for a period of a year.
 - (B) The Flow Process Chart should be reviewed and possibly revised at six-month intervals.
 - (C) The Flow Process Chart is an ad hoc instrument.
 - (D) The value of a Flow Process Chart is not determined by time.
112. In the analysis of a method of procedure in a work simplification program, a competent analyst should first focalize on the clearance or diminution of ---
- (A) verifications.
 - (B) transportations.
 - (C) inspections.
 - (D) storages.
 - (E) operations.
- (Ed. Note. The word diminution in the question was spelled "diminution" in the material distributed by the school. We assume they meant diminution, i.e. decreasing.)
113. It is possible to distinguish between a method and procedure from one of the following:
- (A) A consistent sequence of procedures constitutes a method.
 - (B) A procedure comprises a sequence of related methods, performed in most instances by a single person.
 - (C) A series of related methods comprise a procedure.
 - (D) In breadth, a method preponderates over a procedure.
114. The data provided by the Flow Process Chart in a Work Simplification Program is inadequate to answer which one of the following questions?
- (A) What is being performed?
 - (B) In what manner should the work be performed?
 - (C) What is the quantity of work performed?
 - (D) Who should perform the work?

* * * *

(The following four questions are in Reading Comprehension.)

"Ideally then, the process of budget formulation would consist of a flow of directives down the organization and a reverse flow of recommendations in terms of alternatives among which selection would be made at every level. Ideally, also, a change in the recommendations at any level would require reconsideration and revision at all lower levels. By a process of successive approximation, everything would be taken into account and all points of view harmonized. Such a process, however, would be ideal only if the future could be foreseen clearly and time did not matter. As it is, in a complicated organization like the Federal Government, the initial policy objectives established for the budget become out-of-date, before such a procedure could be carried through. While this difficulty does not in any way impugn the principle that the budget should be considered in terms of alternatives, it may call for short-cut methods of estimation rather than long-drawn-out ones."

115. According to the above passage ---
- (A) The ideal method is a short one, for estimating purposes.
 - (B) The ideal method is not ideal for use in the Federal Government.
 - (C) Directives should flow up and down via short methods.
 - (D) The Federal Government needs to speed up its reverse flow of recommendations for greater budgetary estimates.
 - (E) Long estimates are always preferred to short ones, when time is not a factor.
116. A suitable title for the above passage would be:
- (A) Formulating the Federal Government's Budgetary Principles.
 - (B) Directives and Recommendations: Budgetary Flow
 - (C) The Process of Budget Formulation
 - (D) The Application of the Ideal Estimate to the Federal Government
 - (E) Revision of Budgets

"For purposes of budget formulation, the association of budgeting with accounting is less fortunate. Preparing for the future and recording the past do not necessarily require the same aptitudes or attitudes. The task of the accountant is to record past transactions in meticulous detail. Budgeting involves estimates of an uncertain future. But, because of the influence of accountants, budgets --- in government at any rate --- are prepared in a degree of detail that is quite unwarranted by the uncertain assumptions on which the estimates are based. A major source of government waste could be eliminated if estimates were prepared in no greater detail than was justified by their accuracy."

117. From the above paragraph, it can be stated that the author ---
- (A) is undermining the accounting profession.
 - (B) believes accountants dwell solely in the past and cannot deal with the future efficiently.
 - (C) wants the accountants out of government unless they become more accurate in their findings.
 - (D) wishes to redirect the accountants' handling of budgetary procedures.
 - (E) gives accountants an uncertain future from all perspectives.

118. The author's attitude appears to be:
- (A) tongue-in-cheek
 - (B) morose
 - (C) strident
 - (D) constructive
 - (E) hopeful

(Ed. Note: The next five questions, pertaining to "Words Not in Keeping With the Meaning," should be helpful to you inasmuch as with all questions, including in-basket ones, you must be able to understand the question/passage.)

119. Standards of production performance are necessary to reveal the quantities of material, the number of hours of labor, the machine hours, and quantities of service (as, for example, power, steam, etc.,) necessary to perform the various production operations. The establishment of such standards is an engineering rather than an accounting task, but it should be emphasized that such standards are needless to the development of the budgetary procedure --- at least insofar as the budget is to serve as a tool of control. Such standards serve not only in the development of the budget and in measuring efficiency of production performance, but also in developing purchase requirements and in estimating costs."
- (A) manifest (C) essential (E) more
 - (B) evaluation (D) function
120. Where standard costs are not available or their use is impracticable due to uncertainty of prices, estimates of the costs must be made on the basis of past experience and expected conditions. Ability to use standards largely eliminates the use of the budget for purposes of control of costs but its value remains for purposes of coordination of the program with purchases and finance.
- (A) failure (C) culmination (E) stultifies
 - (B) current (D) apparent
121. While one of the first objectives of the labor budget is to provide the highest practicable degree of regularity of employment, consideration must also be given to the estimating and perdurability of labor cost. Regularity of employment in itself effects some reduction in labor cost, but when carried beyond the point of practicability it may increase other costs. For example, additional sales effort may be required to expand sales volume or to develop new products for slack periods; the cost of carrying inventories and the dangers of obsolescence and price declines must also be considered. A proper balance must be secured.

- | | | |
|--------------|-------------|--------------|
| (A) material | (C) futures | (E) abundant |
| (B) control | (D) to | |

122. The essentials of budgeting perhaps can be summarized in this manner:

1. Develop a sound business program.
2. Report on the progress in achieving that program.
3. Take necessary action as to all variances which are inevitable.
4. Revise the program to meet the changing conditions as required.

- | | | |
|-------------|------------------|-------------|
| (A) perfect | (C) controllable | (E) desired |
| (B) plans | (D) secure | |

123. If a planning and control procedure is considered worthwhile, then it is a syllogism that preparation for the installation should be adequate. Time devoted to this educational aspect ordinarily will prove quite rewarding. The management to be involved with the budget, and particularly the middle management, must have a clear understanding of the budgetary procedure.

- | | | |
|--------------|---------------|------------|
| (A) acquired | (C) monetary | (E) truism |
| (B) remedial | (D) objective | |

(VOCABULARY: manifest - evident; stultifies - i.e., impairs, etc., perdurability - lasting durability; syllogism - i.e., argumentative.)

(Ed. Note: Whereas not all of the following series of questions lend themselves to being recast as in-basket questions, they are all informative.)

124. The idea that classic organizational structure tends to create work situations having requirements counter to those for psychological success and self-esteem, sometimes called the "organizational dilemma" is most closely associated with:

- | | | | |
|-------------|------------|------------|------------|
| (A) Argyris | (B) Taylor | (C) Gulick | (D) Maslow |
|-------------|------------|------------|------------|

125. Of the following listed below, the most important element in job satisfaction is ---

- (A) job security
- (B) responsibility or recognition
- (C) salary
- (D) type of supervision

126. The point of view that the average person wishes to avoid responsibility, wishes to be directed, has little ambition, and wants security above all, is described by Douglas MacGregor as ---

- | | |
|--------------|-----------------------------|
| (A) Theory X | (C) Theory Z |
| (B) Theory Y | (D) Theory X and Y combined |

127. To prepare a work distribution chart, two other types of lists must generally be prepared. In usual order of preparation, they are ---

- (A) a flow chart, then an activity list.
- (B) a skills list, then a task list.
- (C) a task list, then an activity list.
- (D) an activity list, then a task list.

128. A statistical control program in an office is valuable to detect deterioration in operations. It is, however, least likely to reveal ---

- (A) when preventative action is needed.
- (B) when a variation is due to chance.
- (C) when an assignable cause is present.
- (D) what the cause of error or deterioration is.

129. Which of the following best defines an organization chart? ---

- (A) depicts informal channels of communication within an organization.
- (B) depicts the major functions of an organization and the normal work flow between subdivisions of the organization.

- (C) presents graphically the arrangement and inter-relationships of the subdivisions and the functions of the organization as they exist.
 - (D) presents graphically the arrangement and relationships of all the positions authorized in an organization.-
130. In considering an office layout for a unit, which of the following factors should generally receive the least consideration?
- (A) lighting levels in the existing area
 - (B) major work flow - the processing of paper
 - (C) present and projected growth rate of the unit
 - (D) traffic patterns of employees and visitors
131. The best way to secure effective management is usually to ---
- (A) allow staff to help solve administrative problems of line management.
 - (B) provide a good organization structure.
 - (C) select capable managers.
 - (D) set up conservative spans of control.
132. Which of the following is not an advantage of oral instructions as compared with written instructions?
- (A) oral instructions can be easily changed
 - (B) oral instructions are superior in transmitting complex directives
 - (C) oral instructions facilitate exchange of information between a superior and his subordinate(s)
 - (D) oral discussions are possible with oral instructions, making it easier to ascertain understanding.
133. Which organization principle is most closely related to procedural analysis and improvement?
- (A) Duplication, overlapping and conflict should be eliminated.
 - (B) The objectives of the organization should be clearly defined.
 - (C) Managerial authority should be clearly defined.
 - (D) Top management should be freed of burdensome details.
134. Which of the following control techniques is most useful on large, complex projects?
- (A) A general work plan
 - (B) Gantt chart
 - (C) monthly progress reports
 - (D) PERT chart
135. When work is organized so that the work is broken down into a series of jobs and each unit of work moves progressively from position to position until completion, we would refer to this as ---
- (A) parallel plan of work subdivision
 - (B) serial plan
 - (C) unit assembly plan
 - (D) unit process plan
136. According to the classic studies of Rensis Likert, the greatest factor making for good morale and increased productivity was having ---
- (A) a good program of employee benefits and wage scales.
 - (B) a supervisor who gave his employees free rein, after they were fully trained, and did not interfere with them.
 - (C) a supervisor, who was primarily interested in production.
 - (D) a supervisor who, while interested in production, was primarily "employee-centered."
137. The managerial grid shows two concerns and a range of interaction between them as follows:
- (A) horizontal axis indicates concern for production and the vertical axis a concern for people.
 - (B) horizontal axis indicates concern for hierarchy and vertical axis indicates a concern for people.
 - (C) horizontal axis indicates concern for organization and the vertical axis a concern for people.
 - (D) horizontal axis indicates concern for people and the vertical a concern for costs.

138. It has been decided to make a few important revisions in the methods and procedures of a particular work unit. Of the following, the method of implementing these revisions which would probably be the most desirable in terms of morale and of efficiency is to ---
- (A) give all employees in unit individual instructions in the revised procedures, making sure each employee knows them before instructing the next.
 - (B) institute all revisions at once, followed by on-the-job training for all members of the work unit.
 - (C) introduce the revisions one at a time, accompanying each revision with an orientation for employees.
 - (D) set up a training course for the employees, instructing them in all aspects of the revised procedures prior to their implementation.
139. An operations research technique which would be employed to determine the optimum number of window clerks or interviewers to have in an agency serving the public would most likely be the use of ---
- (A) line of balance.
 - (B) queueing theory.
 - (C) simulation.
 - (D) work sampling.
140. Douglas MacGregor's theory of human motivation classifies worker behavior into two distinct categories: Theory X and Theory Y. Theory X, the traditional view, states that the average man dislikes to work and will avoid work if he can, unless coerced. Theory Y holds essentially the opposite view. The manager can apply both of these theories to worker behavior best if he ---
- (A) follows an "open-door" policy only with respect to his immediate subordinates.
 - (B) recognizes his subordinates' mental and social needs as well as agency needs.
 - (C) recognizes that executive responsibility is primarily limited to fulfillment of agency productivity goals.
 - (D) directs his subordinate managers to follow a policy of close supervision.
141. In interpersonal communications, it is of paramount importance to determine whether or not what has been said has been understood by others. One of the most important sources of such information is known as ---
- (A) the "halo" effect.
 - (B) evaluation.
 - (C) feedback.
 - (D) quantitative analysis.
142. The grapevine most often provides a useful service by ---
- (A) correcting some of the deficiencies of the formal communication system.
 - (B) rapidly conveying a true picture of events.
 - (C) involving staff in current organizational changes.
 - (D) interfering with the operation of the formal communication system.
143. People who are in favor of a leadership style in which the subordinates help make decisions, contend that it produces favorable effects in a work unit. According to these people, which of the following is not likely to be an effect of such "participative management?"
- (A) reduced turnover.
 - (B) accelerated learning of duties
 - (C) greater acceptance of change
 - (D) reduced acceptance of the work unit's goals

144. Employees of a public service agency will be most likely to develop meaningful goals for both the agency and the employee and become committed to attaining them if supervisors ---
- (A) allow them unilaterally to set their own goals.
 - (B) provide them with a clear understanding of the premises underlying the agency's goals.
 - (C) encourage them to concentrate on setting only short-range goals for themselves.
 - (D) periodically review the agency's goals in order to suggest changes in accordance with current conditions.
145. The insights of Chester I. Barnard have influenced the development of management thought in significant ways. He is most closely identified with a position that has become known as the ---
- (A) acceptance theory of authority.
 - (B) principle of the manager's or executive's span of control.
 - (C) "Theory X" and "Theory Y" dichotomy.
 - (D) unit of command principle.
146. It is generally acknowledged that certain conditions should exist to insure that a subordinate will decide to accept a communication as being authoritative. Which of the following is least valid as a condition which should exist?
- (A) the subordinate understands the communication.
 - (B) At the time of the subordinate's decision, he views the communication as consistent with the organization's purpose and his personal interest.
 - (C) At the time of the subordinate's decision, he views the communication as more consistent with his personal purposes than with the organization's interests.
 - (D) The subordinate is mentally and physically able to comply with the communication.
147. In exploring the effects that employee participation has on putting changes in work methods into effect, certain relationships have been established between participation and productivity. It has most generally been found that highest productivity occurs in groups that are given ---
- (A) participation in the process of change only through representatives of their group.
 - (B) no participation in the change process.
 - (C) full participation in the change process.
 - (D) intermittent participation in the process of change.
148. Of the following statements, the one which represents a trend least likely to occur in the area of employee-management relations is that ---
- (A) employees will exert more influence on decisions affecting their interests.
 - (B) technological change will have a stronger impact on organizations' human resources.
 - (C) labor will judge management according to company profits.
 - (D) government will play a larger role in balancing the interests of the parties in labor-management affairs.
149. Members of an organization must satisfy several fundamental psychological needs in order to be happy and productive. The broadest and most basic needs are ---
- (A) achievement, recognition and acceptance.
 - (B) competition, recognition and accomplishment
 - (C) salary increments and recognition.
 - (D) acceptance of competition and economic award.
150. Morale has been defined as the capacity of a group of people to pull together steadily for a common purpose. Morale thus defined is most generally dependant on which one of the following conditions?
- (A) Job security.
 - (B) Group and individual self-confidence.
 - (C) Organizational efficiency.
 - (D) Physical health of the individuals.

101. C	102. E	103. C	104. C	105. C	106. C	107. A.
108. C	109. C	110. A	111. D	112. D	113. C	114. C
115. B	116. C	117. D	118. D	119. C (needless)		
120. B (expected)		121. B (estimating)		122. C (inevitable)		
123. E (truism)		124. A	125. B	126. A	127. C	128. D
129. C	130. A	131. B	132. B	133. B	134. D	135. B.
136. D	137. A.	138. D	139. B	140. B	141. C	142. A
143. D	144. B	145. A	146. C	147. C	148. C	149.A 150.B

* * * * *

151. In what order should the following steps be taken when revising office procedure?
 (a) to develop the improved method as determined by time and motion studies and effective workplace layout,
 (b) to find out how the task is now performed,
 (c) to apply the new method,
 (d) to analyze the current method.
 (A) d,b,a,c, (B) b,a,c,d, (C) a,b,d,c, (D) b,d,a,c.
152. In contrast to broad spans of control, narrow spans of control are most likely to ---
 (A) provide opportunity for more personal contact between superior and subordinate.
 (B) encourage decentralization.
 (C) stress individual initiative.
 (D) foster group or team effort.
153. In coaching a subordinate on the nature of decision-making, a Housing Authority manager would be right if she stated that the one of the following which is generally the best definition of decision-making is ---
 (A) choosing between alternatives.
 (B) making diagnoses of feasible ends.
 (C) making diagnoses of feasible means.
 (D) comparing alternatives
154. Of the following, which one would be least valid as a purpose of an organizational policy statement?
 (A) To keep personnel from performing improper actions and functions on routine matters.
 (B) To prevent the mishandling of non-routine matters.
 (C) To provide management personnel with a tool that precludes the need for their use of judgment.
 (D) To provide standard decisions and approaches in handling problems of a recurrent nature.
155. Much has been written criticizing bureaucratic organizations. Current thinking on the subject is generally that ---
 (A) bureaucracy is on the way out.
 (B) bureaucracy, though not perfect, is unlikely to be replaced.
 (C) bureaucratic organizations are most effective in dealing with constant change.
 (D) bureaucratic organizations are most effective when dealing with sophisticated customers or clients.

156. The development of alternate plans as a major step in planning will normally result in the planner having several possible courses of action available. Generally, this is ---
- (A) desirable, since such development helps to determine the most suitable alternative and to provide for the unexpected.
 - (B) desirable, since such development makes the use of planning premises and constraints unnecessary.
 - (C) undesirable, since the planners should formulate only one way of achieving given goals at a given time.
 - (D) undesirable, since such action restricts efforts to modify the planning to take advantage of opportunities.
157. Assume a Housing Authority manager carries out his responsibilities to his staff according to what is now known about managerial leadership. Which of the following statements would most accurately reflect his assumptions about proper management?
- (A) Efficiency in operations results from allowing the human element to participate in a minimal way.
 - (B) Efficient operation results from balancing work considerations with personnel considerations.
 - (C) Efficient operation results from a work force committed to its self-interest.
 - (D) Efficient operation results from staff relationships that produce a friendly work climate.
158. Assume that a Housing Authority manager is called upon to conduct a management audit. To do this properly, he would have to take certain steps in a specific sequence. Of the following steps, which step should this manager take first?
- (A) Managerial performance must be surveyed.
 - (B) A method of reporting must be established.
 - (C) Management auditing procedures and documentation must be developed.
 - (D) Criteria for the audit must be established.
159. If a manager is required to conduct a scientific investigation of an organizational problem, the first step he should take is to ---
- (A) state his assumptions about the problem.
 - (B) carry out a search for background information.
 - (C) choose the right approach to investigate the validity of his assumptions.
 - (D) define and state the problem.
160. A Housing Authority manager would be correct to assert that the principle of delegation states that decisions should be made primarily ---
- (A) by persons in an executive capacity qualified to make them.
 - (B) by persons in a non-executive capacity.
 - (C) at as low an organizational level of authority as practicable.
 - (D) by the next lower level of authority.
161. The Housing Authority as well as other city agencies is a bureaucratic organization. Of the following, which one is not regarded by management authorities as a fundamental characteristic of an ideal bureaucracy?
- (A) Division of labor and specialization.
 - (B) An established hierarchy.
 - (C) Decentralization of authority.
 - (D) A set of operating rules and regulations.
162. As the number of subordinates in a manager's span of control increases, the actual number of possible relationships ---
- (A) increases disproportionately to the number of subordinates.
 - (B) increases in equal number to the number of subordinates.
 - (C) reaches a stable level.
 - (D) will first increase then slowly decrease.

163. Management experts generally believe that computer-based management information systems (MIS) have greater potential for improving the process of management than any other development in recent decades. The one of the following which most accurately describes the objectives of MIS is to ---
- (A) provide information for decision-making on planning, initiating and controlling the operations of the various units of the organization.
 - (B) establish mechanization of routine functions such as clerical records, payroll, inventory and accounts receivable in order to promote economy and efficiency.
 - (C) computerize decision-making on planning, initiating, organizing and controlling the operations of an organization.
 - (D) provide accurate facts and figures on the various programs of the organization to be used for purposes of planning and research.
164. The one of the following which is the best application of the "management-by-exception" principle is that this principle ---
- (A) stimulates communication and aids in management of crisis situations, thus reducing the frequency of decision-making.
 - (B) saves time and reserves top-management decisions only for crisis situations, thus reducing the frequency of decision-making.
 - (C) stimulates communication, saves time, and reduces the frequency of decision-making.
 - (D) is limited to crisis-management situations.
165. It is generally recognized that each organization is dependent upon the availability of qualified personnel. Of the following, the most important factor affecting the availability of qualified people to each organization is ---
- (A) innovations in technology and science.
 - (B) the general rise in the educational levels of our population.
 - (C) the rise of sentiment against racial discrimination.
 - (D) pressure by organized community groups.
166. A fundamental responsibility of all managers is to decide what physical facilities and equipment are needed to help attain basic goals. Good planning for the purchase and use of equipment is seldom easy to do and is complicated most by the fact that ---
- (A) organizations rarely have stable sources of supply.
 - (B) nearly all managers tend to be better at personnel planning than at equipment planning.
 - (C) decisions concerning physical resources are made too often on a "crash basis" rather than under carefully prepared policies.
 - (D) legal rulings relative to depreciation fluctuate very frequently.
167. In attempting to reconcile managerial objectives and an individual employee's goals, it is generally least desirable for management to ---
- (A) recognize the capacity of the individual to contribute toward realization of managerial goals.
 - (B) encourage self-development of the employee to exceed minimum job performance.
 - (C) consider an individual employee's work separately from other employees.
 - (D) demonstrate that an employee advances only to the extent that he contributes directly to the accomplishment of stated goals.
168. As a management tool for discovering individual training needs, a job analysis would generally be of least assistance in determining ---
- (A) the performance requirements of individual jobs.
 - (B) actual employee performance on the job.
 - (C) acceptable standards of performance.
 - (D) training needs for individual jobs.

169. One of the major concerns of organizational managers today is how the spread of automation will affect them and the status of their positions. Realistically speaking, one can say that the most likely effect of our newer forms of highly automated technology on managers will be to ---
- (A) make most top-level positions superfluous or obsolete.
 - (B) reduce the importance of managerial work in general.
 - (C) replace the work of managers with the work of technicians.
 - (D) increase the importance of and demand for top managerial personnel.
170. Which one of the following is least likely to be an area or cause of trouble in the use of staff people (e.g., assistants to the administrator)?
- (A) Misunderstanding of the role the staff people are supposed to play, as a result of vagueness of definition of their duties and authority.
 - (B) Tendency of staff personnel almost always to be older than line personnel at comparable salary levels with whom they must deal.
 - (C) Selection of staff personnel who fail to have simultaneously both competence in their specialties and skill in staff work.
 - (D) The staff person fails to understand mixed staff and operating duties.
171. Which of the following is generally not a valid statement with respect to the supervisory process?
- (A) General supervision is more effective than close supervision.
 - (B) Employee-centered supervisors lead more effectively than do production-centered supervisors.
 - (C) Employee satisfaction is directly related to productivity.
 - (D) Low-producing supervisors use techniques that are different from high-producing supervisors.
172. The one of the following which is the most essential element for proper evaluation of the performance of subordinate supervisors is a ---
- (A) careful definition of each supervisor's specific job responsibilities and of his progress in meeting mutually agreed upon work goals.
 - (B) system of rewards and penalties based on each supervisor's progress in meeting clearly defined performance standards.
 - (C) definition of personality traits, such as industry, initiative, dependability and cooperativeness, required for effective job performance.
 - (D) breakdown of each supervisor's job into separate components and a rating of his performance on each individual task.
173. The one of the following which is the principal advantage of specialization for the operating efficiency of a public service agency is that specialization ---
- (A) reduces the amount of red tape in coordinating the activities of mutually dependent departments.
 - (B) simplifies the problem of developing adequate job controls.
 - (C) provides employees with a clear understanding of the relationship of their activities to the overall objectives of the agency.
 - (D) reduces destructive competition for power between departments.
174. A list of conditions which encourages good morale inside a work group would not include a ---
- (A) high rate of agreement among group members on values and objectives.
 - (B) tight control system to minimize the risk of individual error.
 - (C) good possibility that joint action will accomplish goals.
 - (D) past history of successful group accomplishment.
175. Of the following, the most important factor to be considered in selecting a training strategy or program is the ---
- (A) requirements of the job to be performed by the trainees.
 - (B) educational level or prior training of the trainees.
 - (C) size of the training group.
 - (D) quality and competence of available training specialists.

176. Of the following, the one which is considered to be least characteristic of the higher ranks of management is ---
- (A) that higher levels of management benefit from modern technology.
 - (B) that success is measured by the extent to which objectives are achieved.
 - (C) the number of subordinates that directly report to a manager.
 - (D) the de-emphasis of individual and specialized performance.
177. Assume that a Housing Authority manager is preparing a training syllabus to be used in training members of her staff. Which of the following would not be a valid principle of the learning process for this manager to keep in mind for the preparation of the training syllabus?
- (A) When a person has thoroughly learned a task, it takes a lot of effort to create a little more improvement.
 - (B) In complicated learning situations, there is a period in which an additional period of practice produces an equal amount of improvement in learning.
 - (C) The less a person knows about the task, the slower the initial progress.
 - (D) The more a person knows about the task, the slower the initial progress.
178. Of the following, which statement best illustrates when collective bargaining agreements are working well?
- (A) Executives strongly support subordinate managers.
 - (B) The management rights clause in the contract is clear and enforced.
 - (C) Contract provisions are competently interpreted.
 - (D) The provisions of the agreement are properly interpreted, communicated and observed.
179. An executive who wishes to encourage subordinates to communicate freely with him about a job-related problem should first ---
- (A) state his own position on the problem before listening to the subordinates' ideas.
 - (B) invite subordinates to give their own opinions on the problem.
 - (C) ask subordinates for their reactions to his own ideas about the problem.
 - (D) guard the confidentiality of management information about the problem.
180. The ability to deal constructively with intra-organizational conflict is an essential attribute of the successful manager. The one of the following types of conflict which would be least difficult to handle constructively is a situation in which there is ---
- (A) agreement on objectives, but disagreement as to the probable results of adopting the various alternatives.
 - (B) agreement on objectives, disagreement on alternative courses of action, and relative certainty as to the outcome of one of the alternatives.
 - (C) disagreement on objectives and on alternative courses of action, and relative certainty as to the outcome of one of the alternatives.
 - (D) disagreement on objectives and on alternative courses of action, but uncertainty as to the outcome of the alternatives.
181. Subject to the conditions set forth in the Executive Order with respect to the time spent by City employees in the conduct of Labor-Management Joint Activities, employee representatives shall be permitted to perform the following functions without loss of pay, except ---
- (A) to attend award, honor, graduation and promotional ceremonies.
 - (B) to serve as members of authorized Safety Committees.
 - (C) to attend funerals and memorial services of retired represented employees.
 - (D) to appear before any Federal wage regulatory agency.

182. Which of the following actions does not belong in a properly conducted grievance handling process?
- (A) Gathering relevant information on why the grievance arose.
 - (B) Formulating a personal judgment about the fairness or unfairness of the grievance at the time the grievance is presented.
 - (C) Establishing tentative answers to the grievance.
 - (D) Following up to see whether the solution has eliminated the difficulty.
183. Grievances are generally defined as complaints expressed over work-related matters. Which one of the following is most important for managers to be aware of in connection with this definition?
- (A) The fact that the definition fails to separate the subject of the grievance from the attitude of the grievant.
 - (B) The fact that anything in the organization may be the source of the grievance.
 - (C) The need to assume that dissatisfied people have adverse effects on productivity.
 - (D) The implication that management should be concerned about expressed grievances and unconcerned about unexpressed grievances.
184. According to the City's policy on employee alcoholism, a drinking problem exists when ---
- (A) the agency offers its employee rehabilitative assistance which is declined by the employee.
 - (B) an employee's use of alcohol reduces his dependability.
 - (C) an alcoholic employee is exempted from disciplinary procedures.
 - (D) the employee refuses to acknowledge that he has a drinking problem.
185. Assume that an employee under your supervision reports for work in an obviously inebriated condition and is immediately suspended without pay for a period of three weeks pending a hearing and determination of charges. At the end of the period, the employee is found guilty of the charges and is given a reprimand. Then, according to the New York State Civil Service Law governing further penalties, the ---
- (A) employee is entitled to back pay.
 - (B) employee shall be restored to his position with full pay less any amount he may have earned during the period of suspension.
 - (C) employee is not entitled to back pay for the suspension period.
 - (D) appointing officer may further suspend the employee for a period of ninety (90) days.
186. In carrying out disciplinary action, the most important procedure for all managers to follow is to ---
- (A) sell all levels of management on the need for discipline from the organization's viewpoint.
 - (B) follow up on a disciplinary action and not assume that the action has been effective.
 - (C) convince all executives that proper discipline is a legitimate tool for their use.
 - (D) convince all executives that they need to display confidence in the organization's rules.
187. Assume that an employee under your supervision is acquitted in court of criminal charges arising out of his employment. Of the following statements concerning disciplinary action, which is most nearly correct?
- (A) Disciplinary proceedings against the employee may not be held for the same offenses on which he was tried and acquitted.
 - (B) In a disciplinary action, the acquittal dispenses with the requirement that the employee be advised as to his constitutional rights.
 - (C) Civil Rights Law Section 79 prohibits the taking of any further punitive action by an employer if the offense did not involve official corruption.
 - (D) It is possible for the employee to be found guilty of the same offense when tried in a departmental hearing.

188. Pursuant to a 1968 amendment to the Administrative Code, a Career Pension Plan member employed in a physically taxing position is eligible for a retirement allowance on ---
(A) the effective date of his retirement.
(B) his attainment of age fifty.
(C) the effective date of his retirement of upon his attainment of age fifty, whichever is later.
(D) the effective date of his retirement or upon his attainment of age fifty, whichever is first.
189. Work rules can be an effective tool in the process of personnel management. Of the following, the best practical definition for work rules is that they are ---
(A) minimum standards of conduct or performance that apply to individuals or groups at work in an organization.
(B) prescriptions that serve to specialize employee behavior.
(C) predetermined decisions about disciplinary action.
(D) the major determinant of an organization's climate and the morale of its workforce.

* * * * *

The following questions pertain to identification of words that are incorrectly used because they are not in keeping with the meaning of the quotation. As always, the first step is to read the passage and identify the incorrectly used word, and then select the word which, when substituted, best serves to convey the meaning of the quotation.

190. "Among the Housing Manager's overall responsibilities in administering a project is the prevention of the development of conditions which might lead to termination of tenancy and eviction of a tenant. Where there appears to be doubt that a tenant is fully aware of his responsibilities and is thus jeopardizing his tenancy, the Housing Manager should acquaint him with these responsibilities. Where a situation involves behavior of a tenant or a member of his family, the Housing Manager should confirm, through discussions and referrals to social agencies, correction of the conditions before they reach a state where there is no alternative but termination proceedings."
(A) coordinate (C) assert
(B) identify (D) attempt.
191. "There is one almost universal administrative complaint. 'The budget is inadequate.' Now, between adequacy and inadequacy lie all degrees of adequacy. Further, human wants are modest in relation to human resources. From these two facts we may conclude that the fundamental criterion of administrative decision must be a criterion of efficiency (the degree to which the goals have been reached relative to the available resources) rather than a criterion of adequacy (the degree to which its goals have been reached.) The task of the manager is to maximize social values relative to limited resources."
(A) improve (C) limitless
(B) simple (D) optimize.

* * * * *

Please answer questions 192-4 on the basis of the following situation:

John Foley, a top administrator, is responsible for output in his organization. Because productivity had been lagging for two periods in a row, Foley decided to establish a committee of his subordinate managers to investigate the reasons for the poor performance and to make recommendations for improvements. After two meetings, the committee came to the conclusions and made the recommendations that follow:

Output forecasts had been handed down from the top without prior consultation with middle management and first level supervision. Lines of authority and responsibility had been unclear. The planning and control process should be decentralized.

After receiving the committee's recommendations, Foley proceeded to take the following actions:

Foley decided he would retain final authority to establish quotas but would delegate to the middle managers the responsibility for meeting quotas.

After receiving Foley's decision, the middle managers proceeded to delegate to the first-line supervisors the authority to establish their own quotas. The middle managers eventually received and combined the first-line supervisors' quotas so that these conformed to Foley's.

192. Foley's decision to delegate responsibility for meeting quotas to the middle managers is inconsistent with sound management principles because of which one of the following?
- (A) Foley shouldn't have involved himself in the first place.
 - (B) Middle managers do not have the necessary skills.
 - (C) Quotas should be established by the chief executive.
 - (D) Responsibility should not be delegated.
193. The principle of co-extensiveness of responsibility and authority bears on Foley's decision. In this case, it implies that ---
- (A) authority should exceed responsibility.
 - (B) authority should be delegated to match the degree of responsibility.
 - (C) both authority and responsibility should be retained and not delegated.
 - (D) responsibility should be delegated but authority should be retained.
194. The middle managers' decision to delegate to the first-line supervisors the authority to establish quotas was incorrectly reasoned because ---
- (A) delegation and control must go together.
 - (B) first-line supervisors are in no position to establish quotas.
 - (C) one cannot delegate authority that one does not possess.
 - (D) the meeting of quotas should not be delegated.
195. If one attempts to list the advantages of the management-by-exception principle as it is used in connection with the budgeting process, several distinct advantages could be cited. Which of the following is not an advantage of this principle as it applies to the budgeting process. Management-by-exception ---
- (A) saves time.
 - (B) identifies critical problem areas.
 - (C) focuses attention and concentrates effort.
 - (D) escalates the frequency and importance of budget-related decisions.
196. Of the following statements that relate to a budget, select the one that is most accurate.
- (A) A budget is made up by an organization to plan its future activities.
 - (B) A budget specifies in dollars and cents how much is spent in a particular time period.
 - (C) A budget specifies how much the organization to which it relates estimates it will spend over a certain period of time.
 - (D) All plans dealing with money are budgets.
197. Of the following, the one which is not a contribution that a budget makes to organizational programming is that a budget ---
- (A) enables a comparison of what actually happened with what was expected.
 - (B) stresses the need to forecast specific goals and eliminates the need to focus on tasks needed to accomplish goals.
 - (C) may illustrate duplication of effort between interdependent activities.
 - (D) shows the relationship between various organizational segments.

198. A line-item budget is a good control budget because ---
 (A) it clearly specifies how the items being purchased will be used.
 (B) expenditures can be shown primarily for contractual services.
 (C) it clearly specifies what the money is buying.
 (D) it clearly specifies the services to be provided.
199. In the City Capital Budget for 1973-74, \$5,000,000. has been authorized for a "Block Security Program" under the supervision and control of the ---
 (A) City Planning Commission.
 (B) Criminal Justice Coordinating Council.
 (C) Office of Neighborhood Government.
 (D) Police Department.
200. A new concept for public housing construction is known as "defensible space." Advocates of this concept maintain that ---
 (A) vulnerable tenants, such as low-income elderly families, should be placed in the same apartment buildings as regular tenant families.
 (B) housing projects for low income families with children should consist of "walk-up) buildings and entries and corridors should be designed so that only a few families share a common lobby.
 (C) a volunteer auxiliary patrolman should be stationed in each building.
 (D) entries and vertical and horizontal circulation corridors should be designed so that as many families as possible share a common lobby.

151. D	152. A	153. A	154. C	155. B	156. A	157. B
158. D	159. D	160. C	161. C	162. A	163. A	164. C
165. A or B		166. C	167. C	168. B	169. D	170. B
171. C	172. A	173. B	174. B	175. A	176. A	177. D
178. D	179. B	180. B	181. C	182. B	183. C	184. B
185. C	186. B	187. D	188. C	189. A	190. D (confirm)	
191. C (modest)		192. D	193. B	194. C	195. D	196. C
	197. B	198. C	199. D	200. B.		