

Practice Personnel Administration Test

1. The Public Services Careers Program is a manpower program
 - (A) designed to develop permanent employment opportunities for the disadvantaged
 - (B) designed to encourage college graduates to enter the field of public administration
 - (C) run by the federal government for private organizations
 - (D) designed to prepare physically handicapped persons for new positions.

2. A management approach widely used today is based on the belief that decisions should be made and actions should be taken by managers closest to the organization's problems: This style of management is most appropriately called
 - (A) scientific management
 - (B) means-end management
 - (C) decentralized management
 - (D) internal process management.

3. Kepner-Tregoe management training courses are most closely involved with
 - (A) management by objectives
 - (B) development of overall leadership qualities
 - (C) leadership style
 - (D) problem-solving techniques.

4. The basic purpose of the Managerial Grid training program is to train managers to
 - (A) have concern for both production and the people who produce
 - (B) utilize scientific problem-solving techniques
 - (C) maximize efficient communication
 - (D) improve the quality of their leadership in "brainstorming" sessions.

5. In establishing employee development objectives, management must make sure that they are
 - (A) stated in broad terms
 - (B) relevant to job performance
 - (C) developed by a training expert
 - (D) written in the vocabulary of the training field.

6. In order that group conferences serve their purpose of developing professional staff, it is essential that
 - (A) discussion of controversial matters be limited
 - (B) notes be taken by the participants
 - (C) participants be encouraged to take part in the discussions
 - (D) chairmanships be rotated at the meetings.

*questions 7-81 and
(the answers are in The Study guide
portion of the material on the website)*

82. "It is an anomaly that one of the greatest threats to maintaining classification plans adequately is slowness in adjusting salaries to keep up with the changing labor market." Thus, distortions of many classification plans occur. This is mainly due to
- (A) pressure from management officials to upgrade employees who have not received salary range increases
 - (B) inability to maintain an adequate file of pertinent pay data
 - (C) conflict in the pay philosophy between maintaining internal alignment and comparability with prevailing rates
 - (D) difficulty in distinguishing between the pay program and the fringe benefit package.
83. A personnel agency charged with identifying candidates with the kind of creative talent that can be used in an organizational setting should look for a high degree of certain attributes among the candidate population. Below are listed four characteristics which may qualify as desirable attributes for the purpose indicated:
- 1. self-confidence
 - 2. social conformity
 - 3. mobility aspirations
 - 4. job involvement
- Which of the following choices lists all of the above attributes which the personnel agency should look for?
- (A) 1, 2, and 4, but not 3
 - (B) 1, 3, and 4, but not 2
 - (C) 2, 3, and 4, but not 1
 - (D) 3 and 4, but not 1 and 2.
84. With regard to educational standards for selection purposes, the U.S. Supreme Court held that such requirements should be
- (A) eliminated in most cases
 - (B) related to job success
 - (C) maintained whenever possible
 - (D) reduced as far as possible.
85. As used in the area of administration, the principle of "unity of command" most specifically means that
- (A) an individual should report to only one superior for any single activity
 - (B) individuals make better decisions than do committees
 - (C) in large organizations, chains of command are normally too long
 - (D) an individual should not supervise over five subordinates.
86. "We must restructure as many job series as possible to allow entry into the service and to permit successful job performance without previous training and experience." In the type of restructuring quoted it is essential that
- (A) job duties be rearranged to form a learning progression as well as a means of reaching work objectives
 - (B) educational achievement be minimized as a factor in determining progression to higher position rank
 - (C) separate and distinctive job series be created independent of existing job series
 - (D) lateral entry opportunities be emphasized.

87. From the standpoint of equal opportunity, the most critical item operating personnel must focus on is
- (A) hiring more minority applicants for top level positions
 - (B) helping existing minority employees upgrade their skills so they may qualify for higher skilled positions
 - (C) placing minority candidates in job categories where there is little minority representation
 - (D) eliminating merit system principles.
88. "Most of the jobs opened up in human services through new career development efforts have been filled by women." Of the following, the main reason for this result is that the
- (A) need to develop suitable careers for women is the major focus of the program
 - (B) majority of new career jobs are in fields where the work normally has been done by women
 - (C) labor shortages are found in fields that draw heavily on womanpower
 - (D) legislation and funds provide guides which emphasize the employment of women who are disadvantaged or underemployed.
89. "When acting in their respective managerial capacities, the chief executive officer and the office supervisor both perform the fundamental functions of management." Of the following differences between the two, the one which is generally considered to be the least significant is the
- (A) breadth of the objectives
 - (B) complexity of measuring actual efficiency of performance
 - (C) number of decisions made
 - (D) organizational relationships affected by actions taken.
90. Of the following, it is most likely to be proper for the agency head to allow the agency personnel officer to make final selection of appointees from certified eligible lists where there are
- (A) small numbers of employees to be hired in newly-developed professional fields
 - (B) large numbers of persons to be hired for key managerial positions
 - (C) large numbers of persons to be hired in very routine occupations and the individual discretion of operating officials is not vital
 - (D) small numbers of persons to be hired in highly specialized professional occupations which are vital to the agency's operations.

91. According to the Equal Employment Opportunity Act of 1966, a covered employer may not
- (A) discriminate against an individual because he is a member of the Communist Party in the United States
 - (B) indicate preference for or limitation to national origin in printing a notice or advertisement for employment
 - (C) employ only members of a certain religion if the employer is an educational institution owned or supported by that religion
 - (D) apply different pay scales, conditions, or facilities of employment according to the location of various plants or facilities.
92. Data received by the Equal Employment Opportunity Commission from firms employing 100 or more people suggest that emphasis in the area of equal opportunity has shifted from one of detection of conscious discrimination to one of
- (A) human resources utilization
 - (B) passive resistance
 - (C) unconscious discrimination
 - (D) education.
93. According to surveys pertaining to equal employment opportunities, available information indicates that discriminatory patterns in job placement of minority group members is
- (A) higher in craft unions than in industrial unions
 - (B) greater in the East than in the West
 - (C) higher in old plants than in new plants
 - (D) higher among young executives than among old executives.
94. Of the following, an operating agency personnel office is least likely to be able to exert strong influence or control within the operating agency by
- (A) interpreting to the operating agency head what is intended by the directives and rules emanating from the central personnel agency
 - (B) establishing the key objectives of those line divisions of the operating agency employing large numbers of staff and operating under the management-by-objectives approach
 - (C) formulating and proposing to the agency head the internal policies and procedures on personnel matters required within the operating agency
 - (D) exercising certain discretionary authority in the application of the agency head's general personnel policies to actual specific situations.
95. If accepted criteria of a profession are applied, which of the following work groupings ranks lowest in the distinctiveness of its character as a profession?
- (A) Social service or community work
 - (B) Managerial or administrative work
 - (C) Health or health services work
 - (D) Teaching or educational work.

96. Surveys of factors contributing to job satisfaction indicate, according to employees, that the factor having highest priority among those listed is
- (A) opportunity for advancement
 - (B) good pay schedules
 - (C) concern for training employees for better job performance
 - (D) good work environment.
97. Job enrichment is intended to increase employee motivation and interest by increasing the accountability of employees for their work, by introducing more complex tasks, and by granting authority to make job decisions. A major hazard that may result from application of such restructuring is to
- (A) increase complaints of work pressure
 - (B) reduce the effectiveness of task specification
 - (C) stimulate demand for salary increases
 - (D) limit the status of the immediate supervisor.
98. Which of the following statements concerning performance appraisal systems is not correct?
- (A) They require line management participation.
 - (B) They provide for periodic discussions of performance between the supervisor and the employee.
 - (C) They are used primarily to uncover employee weaknesses.
 - (D) They require supervisor training to assure uniform appraisals.
99. "In the forced-choice technique of performance evaluation, the rater is forced to judge which of several alternative statements is most descriptive of an employee's performance. It forces the rater to discriminate on the basis of concrete aspects of a subordinate's work behavior rather than to rely on an impression of his total worth." The one of the following which is not considered a value of this technique is that it
- (A) increases rater ability to produce a desired outcome.
 - (B) is relatively free of the usual pile-up at the top of the scale
 - (C) tends to minimize subjective elements
 - (D) produces results that correlate positively with other variables associated with effective job performance.
100. Of the following, the one which is not an advantage of the proper delegation of work by a manager is that it
- (A) increases planning time
 - (B) relieves the tension of seeing to details
 - (C) increases the manager's familiarity with routine work
 - (D) increases understanding of the responsibilities of subordinates.