1. Administrations primary interest in appointing a supervisor is to get the work done. The supervisors primary interest however is human relations because, to get the work done what must be done?
   1. Earn the respect of superiors
   2. Become liked by all employees
   3. Demonstrate your ability to command employees
   4. Get results through the subordinates
2. The supervisor of the unit should keep in mind that the chief objective is to?
   1. Provide a liaison between employees and the administration
   2. Get the work done on schedule as economically and efficiently as possible
   3. Check the work of subordinates to ensure everything is correct
   4. Ensure and enforce all workplace regulations
3. Of the following qualifications, which might be required of a superior in public agency, the most desirable is?
   1. Pleasant disposition
   2. Skill in human relations
   3. Ability to cut costs
   4. Previous experience in a similar type of work
4. Of the following the first step a supervisor should take when interviewing a new employee is to?
   1. Put the interviewee at ease by a short friendly conversational greeting
   2. Start asking questions regarding their background
   3. Ask for justification how their resume fits the position they applied for
   4. Have them begin to operate machinery to determine their skills
5. In training an employee after first arriving at the job, what is the first thing a supervisor should do?
   1. Give a pep talk and tasks for the day
   2. Explain every detail of the work day
   3. Find out what the employee knows about their new job
   4. Get right to work so employee can learn new skills
6. In general, which of the following factors should a supervisor give the greatest consideration in making staff assignments?
   1. Differing abilities
   2. Convenience of individual employees
   3. Preference
   4. Seniority
7. When a supervisor delegates authority in a matter to an assistant, it is best to
   1. Consult with the assistant at regular intervals on the progress of the work but let them handle the details
   2. Leave the assistant to their own devices and evaluate abilities when completed
   3. Supervise all the decisions made by the assistant and lay out sequence of work following
   4. Micromanage employee to ensure they know the best way to complete the task
8. A rush job consisting of a given number of standard work units must be completed by a specified time. Of the following types of information, which information would be most needed by a supervisor to determine if the unit can complete the task on time?
   1. The number of employees that worked on similar projects in the unit
   2. The degree of urgency
   3. The number of man hours necessary to complete one unit of work
   4. The total number of work units in each year
9. If a supervisor has some special work that the unit must perform in a short time, the method of achieving this while maintaining office moral would be to?
   1. Assign the job t the most capable individuals
   2. Announce that the staff will be awarded for fast completion
   3. To announce the opinions of individuals and talk about it
   4. To arouse group pride in attaining the objective
10. In recent years, many governmental agencies have established procedural coordination units. These units have varying objectives, which statement below shows an undesirable objective that is unlikely to be a task of these units?
    1. To provide a channel for presenting policies and procedures to higher management to ensure the safety and effectiveness of units.
    2. To ensure that each supervisor enjoys issuing orders and overseeing subordinates.
    3. To ensure effective presentation and control of policies and procedures. Including the establishment of standards of written presentation, and the issuance and distribution of instructions
11. Which one of the following best describes the reason why the employee cannot perform his duties with maximum effectiveness; unless they are informed of their unit’s place in the organization and the function of other units in that department.
    1. Even with a highly functioning organization there is a possibility that inadequate coordination may exist
    2. Even with the most effective organization of functions there is a interdependence of the various activities of the department
    3. Even with the most effective organization in a unit there is a possibility of lessened interest resulting from specialization
12. Which of the following would be the best action for a supervisor to take to earn employee confidence?
    1. Make quick decisions and stick with them, even if wrong
    2. Make quick decisions and if wrong change them
    3. Consider all available information before deciding to carry a decision through
    4. Ask advice from a few employees before making a decision
13. Which of the following actions is most likely to improve the moral of an organizations employees?
    1. Impressing the employees with the importance and intentions of their supervisors
    2. Leaving employees to their own devices for getting work done without bother, as long as work is done
    3. Making employees feel that their work is a contribution, appreciated and needed
    4. Overlooking errors and faults and only criticizing faults in private
14. Which of the following actions of the supervisor is most likely to lead to a high morale among subordinates?
    1. Encourage subordinates to become friendly with him, but discourage social engagements with them
    2. Follow the same rules in which the subordinates are expected to follow
    3. Point out the advantages of having a cooperative relationship within the group
15. Which one of the following is the most effective way to insure employees accept revisions in the procedure?
    1. Plan the changes to be consistent with the current organizational procedures
    2. Inform staff of expected change and allow time for staff to become accustomed
    3. Issue detailed instructions to the employees to be affected by the change
    4. Promote an employee
16. There are several methods by which a supervisor may handle the problem of conferring with his subordinates about their work problems. Which one of the following methods has been found to be most effective in saving time for the superior and in increasing his ability to handle a large volume of work?
    1. For the supervisor to set aside a regular period of time for answering the questions of subordinates, to train them to raise issues except those of immediate urgency at that time
    2. For the supervisor to handle all questions as they come, because the details are fresh in everybody’s mind
    3. Talk with employees and make them aware they must work harder to complete more work units
17. Assume that you as a supervisor consider a suggestion made by an employee for improving work methods and find it impractical, to keep good moral what is the best way to handle the situation?
    1. Suggest that the employee thinks about the possible effects before submitting suggestions
    2. Give the employee an assignment relating to the improvement of the work of the organization
    3. Thank the employee for submitting a suggestion and explain why it will not be instated for use
    4. Accept the suggestion as it were approved but delayed in paperwork
18. Assume that you are a supervisor of 12 employees, all of whom do approximately the same work. You notice that one employee seems resentful and you ask if there is something about the assignment that is troubling them. His answer indicates that the employee feels they are getting the worst assignments and others are treated better. Of the following, which is the best first statement you should make?
    1. Thank the employee for the frankness with which they stated their feelings then explain you will evaluate assignments
    2. Indicating where the employee is mistaken
    3. Telling the employee that it only seems that way to him
    4. Telling the employee that all employees get equal work assignments and that there is no basis for the complaint
19. What is the best method for a foreman to follow when dealing with a chronically dissatisfied employee?
    1. Dismiss him immediately
    2. Suspend him for a period of time
    3. Reprimand him before the other staff
    4. Discuss the problem with him in detail
20. Of the following the primary obligation of a supervisor, in dealing with a subordinate, who appears to have deliberately disregarded an order is to?
    1. Do nothing and hope it the problem doesn’t get worst
    2. Discuss the problem with employee and take his viewpoint into account in arriving at the decision
    3. Recommend that the employee be transferred to another section
    4. Apply the regulation of the department, which governs all cases of employee subordination
21. Reprimanding an employee for inefficiency in front of other employees will most likely?
    1. Cause the employee to resign
    2. Stimulate improvement
    3. Raise the efficiency of the entire group
    4. Fail to produce desired results
22. When estimating the importance of the worth of an employee in a supervisor’s department which aspect is most important?
    1. Ability to keep busy
    2. Degree to which and employee does satisfactory work
    3. The patience and persistence of the employee’s work
    4. Personal appearance and physical fitness
23. As the complexity of the tasks increase, the range of performance in the unit will become?
    1. Less
    2. Greater
    3. More consistent
    4. Insignificant
24. In giving performance ratings, a supervisor should be most careful to avoid which one of the following actions?
    1. Showing discernment and rating some employees high and others low
    2. Rating some subordinates low in efficiency because they are unattractive, others rate high because they are pleasant
    3. Checking employees work at regular intervals, prior to rating
    4. Evaluating the employees work in relation to the requirements of the job
25. All the following are important in rating the effectiveness of an employee. Which is most important?
    1. Measurements of the amount of work performed by various employees
    2. Measurements of the quality of work produced by various employees
    3. Simplicity with which ratings are made
    4. Objectivity with which ratings are made
26. What is the most effective way to prevent rumors from spreading throughout an organization?
    1. Ensure that the actual facts are known to all employees
    2. Talk with the employees spreading rumors and give them a warning
    3. Address the subject of the rumors and handle the problem quietly
    4. When a complaint is filed begin to give write ups for all involved
27. To promote efficiency and good relations with the contractor, which should be avoided by the Engineer in Charge of a highway construction job?
    1. Giving orders concerning work directly to the contractor’s laborers
    2. Allowing work to be completed simultaneously in different stages
    3. Enforcing the specifications and building plans
    4. Good verbal communication with DOT inspectors

Supervision II Answers

1. D

2. B

3. B

4. A

5. C

6. A

7. A

8. C

9. D

10. B

11. B

12. C

13. C

14. B

15. B

16. A

17. C

18. A

19. D

20. B

21. D

22. B

23. B

24. B

25. D

26. A

27. A