

# SUPERVISION, ADMINISTRATION, MANAGEMENT AND ORGANIZATION

## EXAMINATION SECTION TEST 1

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

1. A supervisor scheduled an interview with a subordinate in order to discuss his unsatisfactory performance during the previous several weeks. The subordinate's work contained an excessive number of careless errors. After the interview, the supervisor, reviewing his own approach for self-examination, listed three techniques he had used in the interview, as follows:
- I. Specifically pointed out to the subordinate where he had failed to meet the standards expected.
  - II. Shared the blame for certain management errors that had irritated the subordinate.
  - III. Agreed with the subordinate on specific targets to be met during the period ahead.
- Of the following statements the one that is MOST acceptable concerning the above 3 techniques is that
- A. all 3 techniques are correct
  - B. techniques I and II are correct; III is not correct
  - C. techniques II and III are correct; I is not correct
  - D. techniques I and III are correct; II is not correct
2. Assume that the performance of an employee is not satisfactory. Of the following, the MOST effective way for a supervisor to attempt to improve the performance of the employee is to meet with him *and* to
- A. order him to change his behavior
  - B. indicate the actions that are unsatisfactory and the penalties for them
  - C. show him alternate ways of behaving and a method for him to evaluate his attempts at change
  - D. suggest that he use the behavior of the supervisor as a model of acceptable conduct
3. Training employees to be productive workers is based on four fundamental principles:
- I. Demonstrate how the job should be done by telling and showing the correct operations step-by-step
  - II. Allow the employee to get some of the feel of the job by allowing him to try it a bit
  - III. Put him on the job while continuing to check his performance
  - IV. Let him know why the job is important and why it must be done right.
- The MOST logical order for these training steps is:
- |                   |                   |
|-------------------|-------------------|
| A. I, III, II, IV | B. I, IV, II, III |
| C. II, I, III, IV | D. IV, I, II, III |

1.

2.

3.

4. Sometimes a supervisor is faced with the need to train under-educated new employees. The following five statements relate to training such employees. 4. \_\_\_\_\_
- I. Make the training general rather than specific
  - II. Rely upon demonstrations and illustrations whenever possible
  - III. Overtrain rather than undertrain by erring on the side of imparting a little more skill than is absolutely necessary
  - IV. Provide lots of follow-up on the job
  - V. Reassure and recognize frequently in order to increase self-confidence
- Which of the following choices lists *all* the above statements that are generally CORRECT?
- |                  |                       |
|------------------|-----------------------|
| A. I, II, and IV | B. II, III, IV, and V |
| C. I, II, and V  | D. I, II, IV, and V   |
5. One of the ways in which some supervisors train subordinates is to discuss the subordinate's weaknesses with them. Experts who have explored the actual feelings and reactions of subordinates in such situations have come to the conclusion that such interviews *usually* 5. \_\_\_\_\_
- A. are seen by subordinates as a threat to their self-esteem
  - B. give subordinates a feeling of importance which leads to better learning
  - C. convince subordinates to accept the opinion of the supervisor
  - D. result in the development of better supervision
6. The one of the following which BEST describes the rate at which a trainee learns departmental procedures is that he *probably* will learn 6. \_\_\_\_\_
- A. at the same rate throughout if the material to be learned is complex
  - B. slowly in the beginning and then learning will accelerate steadily
  - C. quickly for a while, then slow down temporarily
  - D. at the same rate if the material to be learned is lengthy
7. Which of the following statements concerning the delegation of work to subordinate employees is *generally* CORRECT? 7. \_\_\_\_\_
- A. A supervisor's personal attitude toward delegation has a minimal effect on his skill in delegating.
  - B. A willingness to let subordinates make mistakes has a place in work delegation.
  - C. The element of trust has little impact on the effectiveness of work delegation.
  - D. The establishment of controls does not enhance the process of delegation.
8. Assume that you are the chairman of a group that has been formed to discuss and solve a particular problem. After a half-hour of discussion, you feel that the group is wandering off the point and is no longer discussing the problem. 8. \_\_\_\_\_
- In this situation, it would be BEST for you to
- A. wait to see whether the group will get back on the track by itself
  - B. ask the group to stop and to try a different approach
  - C. ask the group to stop, decide where they are going, and then to decide how to continue
  - D. ask the group to stop, decide where they are going, and then to continue in a different direction

9. One method of group decision-making is the use of committees. Following are four statements concerning committees. 9. \_\_\_\_\_
- I. Considering the value of each individual member's time, committees are costly.
  - II. One result of committee decisions is that no one may be held responsible for the decision.
  - III. Committees will make decisions more promptly than individuals.
  - IV. Committee decisions tend to be balanced and to take different viewpoints into account.
- Which of the following choices lists *all* of the above statements that are generally CORRECT?
- A. I and II      B. II and III      C. I, II, IV      D. II, III, IV
10. Assume that an employee bypasses his supervisor and comes directly to you, the superior officer, to ask for a short leave of absence because of a pressing personal problem. The employee did not first consult with his immediate supervisor because he believes that his supervisor is unfavorably biased against him. 10. \_\_\_\_\_
- Of the following, the MOST desirable way for you to handle this situation is to
- A. instruct the employee that it is not appropriate for him to go over the head of his supervisor regardless of their personal relationship
  - B. listen to a brief description of his problem and then tactfully suggest that he take the matter up with his supervisor before coming to you
  - C. request that both the employee and his supervisor meet jointly with you in order to discuss the employee's problem and to get at the reasons behind their apparent difficulty
  - D. listen carefully to the employee's problem and then, without committing yourself one way or the other, promise to discuss it with his supervisor
11. Which of the following statements concerning the motivation of subordinates is generally INCORRECT? The 11. \_\_\_\_\_
- A. authoritarian approach as the method of supervision is likely to result in the setting of minimal performance standards for themselves by subordinates
  - B. encouragement of competition among subordinates may lead to deterioration of teamwork
  - C. granting of benefits by a supervisor to subordinates in order to gain their gratitude will result in maximum output by the subordinates
  - D. opportunity to achieve job satisfaction has an important effect on motivating subordinates
12. Of the following, the MOST serious disadvantage of having a supervisor evaluate subordinates on the basis of measurable performance goals that are set jointly by the supervisor and the subordinates is that this results-oriented appraisal method 12. \_\_\_\_\_
- A. focuses on past performance rather than plans for the future
  - B. fails to provide sufficient feedback to help subordinates learn where they stand
  - C. encourages the subordinates to conceal poor performance and set low goals
  - D. changes the primary task of the supervisor from helping subordinates improve to criticizing their performance

13. A supervisor can BEST provide on-the-job satisfaction for his subordinates by 13. \_\_\_\_\_
- A. providing rewards for good performance
  - B. allowing them to decide when to do the assigned work
  - C. motivating them to perform according to accepted procedures
  - D. providing challenging work that achieves departmental objectives
14. Which of the following factors *generally* contributes MOST to job satisfaction among supervisory employees? 14. \_\_\_\_\_
- A. Autonomy and independence on the job
  - B. Job security
  - C. Pleasant physical working conditions
  - D. Adequate economic rewards
15. Large bureaucracies typically exhibit certain characteristics. Of the following, it would be CORRECT to state that such bureaucracies *generally* 15. \_\_\_\_\_
- A. tend to oversimplify communications
  - B. pay undue attention to informal organizations
  - C. develop an attitude of "group-think" and conformity
  - D. emphasize personal growth among employees
16. When positive methods fail to achieve conformity with accepted standards of conduct or performance, a negative type of action, punitive in nature, usually must follow. The one of the following that is *usually* considered LEAST important for the success of such punishment or negative discipline is that it be 16. \_\_\_\_\_
- A. certain
  - B. swift
  - C. severe
  - D. consistent
17. Assume that you are a supervisor. Philip Smith, who is under your supervision, informs you that James Jones, who is also your subordinate, has been creating antagonism and friction within the unit because of his unnecessarily gruff manner in dealing with his co-workers. Smith's remarks confirm your own observations of Jones' behavior and its effects. In handling this situation, the one of the following procedures which will *probably* be MOST effective is to 17. \_\_\_\_\_
- A. ask Smith to act as an informal counselor to Jones and report the results to you
  - B. counsel the other employees in your unit on methods of changing attitudes of people
  - C. interview Jones and help him to understand this problem
  - D. order Jones to carry out his responsibilities with greater consideration for the feelings of his co-workers
18. The PRINCIPLE relating to the number of subordinates who can be supervised effectively by one supervisor is *commonly* known as 18. \_\_\_\_\_
- A. span of control
  - B. delegation of authority
  - C. optimum personnel assignment
  - D. organizational factor

19. Ascertaining and improving the level of morale in a public agency is one of the responsibilities of a conscientious supervisor. The one of the following aspects of subordinates' behavior which is NOT an indication of low morale is 19. \_\_\_\_\_
- A. lower-level employees participating in organizational decision-making
  - B. careless treatment of equipment
  - C. general deterioration of personal appearance
  - D. formation of cliques
20. Employees may resist changes in agency operations even though such changes are often necessary. If you, as a supervisor, are attempting to introduce a necessary change, you should *first* fully explain the reasons for it to your staff. Your NEXT step should be to 20. \_\_\_\_\_
- A. set specific goals and outline programs for all employees
  - B. invite employee participation in effectuating the change by asking for suggestions to accomplish it
  - C. discuss the need for improved work performance by city employees
  - D. point out the penalties for non-cooperation without singling out any employee by name
21. A supervisor should *normally* avoid giving orders in an offhand or casual manner MAINLY because his subordinates 21. \_\_\_\_\_
- A. are like mot people and may resent being treated lightly
  - B. may attach little importance to these orders
  - C. may work best if given the choice of work methods
  - D. are unlikely to need instructions in most matters
22. Assume that, as a supervisor, you have just praised a subordinate. While he expresses satisfaction at your praise, he complains that it does not help him get promoted even though he is on a promotion eligible list, since there is no current vacancy. In these circumstances, it would be BEST for you to 22. \_\_\_\_\_
- A. minimize the importance of advancement and emphasize the satisfaction in the work itself
  - B. follow up by pointing out some errors he has committed in the past
  - C. admit that the situation exists, and express the hope that it will improve
  - D. tell him that, until quite recently, advancement was even slower
23. Departmental policies are usually broad rules or guides for action. It is important for a supervisor to understand his role with respect to policy implementation. Of the following, the MOST accurate description of this role is that a supervisor should 23. \_\_\_\_\_
- A. be apologetic toward his subordinates when applying unpopular policies to them
  - B. act within policy limits, although he can attempt to influence policy change by making his thoughts and observations known to his superior
  - C. arrange his activities so that he is able to deal simultaneously with situations that involve several policy matters
  - D. refrain as much as possible from exercising permissible discretion in applying policy to matters under his control

24. A supervisor should be aware that *most* subordinates will ask questions at meetings or group discussions *in order to* 24. \_\_\_\_\_
- A. stimulate other employees to express their opinions
  - B. discover how they may be affected by the subjects under discussion
  - C. display their knowledge of the topics under discussion
  - D. consume time in order to avoid returning to their normal tasks
25. Don't assign responsibilities with conflicting objectives to the same work group. For example, to require a unit to monitor the quality of its own work is a bad practice. This practice is *most likely* to be bad because 25. \_\_\_\_\_
- A. the chain of command will be unnecessarily lengthened
  - B. it is difficult to portray mixed duties accurately on an organization chart
  - C. employees may act in collusion to cover up poor work
  - D. the supervisor may delegate responsibilities which he should retain

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### KEY (CORRECT ANSWERS)

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

## TEST 2

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

1. Some supervisors use an approach in which each phase of the job is explained in broad terms supervision is general, and employees are allowed broad discretion in performing their job duties. 1.  
Such a supervisory approach *usually* affects employee motivation by
  - A. improving morale and providing an incentive to work harder
  - B. providing little or no incentive to work harder than the minimum required
  - C. creating extra pressure, usually resulting in decreased performance
  - D. reducing incentive to work and causing employees to feel neglected, particularly in performing complex tasks
  
2. An employee complains to a superior officer that he has been treated unfairly by his supervisor, stating that other employees have been given less work to do and shown other forms of favoritism. 2.  
Of the following, the BEST thing for the superior officer to do FIRST in order to handle this problem is to
  - A. try to discover whether the subordinate has a valid complaint or if something else is the real problem
  - B. ask other employees whether they feel that their treatment is consistent and fair
  - C. ask his supervisor to explain the charges
  - D. see that the number of cases assigned to this employee is reduced
  
3. Of the following, the MOST important condition needed to help a group of people to work well together and get the job done is 3.
  - A. higher salaries and a better working environment
  - B. enough free time to relieve the tension
  - C. good communication among everyone involved in the job
  - D. assurance that everyone likes the work
  
4. A supervisor realizes that a subordinate has called in sick for three Mondays out of the past four. These absences have interfered with staff performance and have been part of the cause of the unit's "behind schedule" condition. 4.  
In order to correct this situation, it would be BEST for the supervisor to
  - A. order the subordinate to explain his abuse of sick leave
  - B. discuss with the subordinate the penalties for abusing sick leave
  - C. discuss the matter with his own supervisor
  - D. ask the subordinate in private whether he has a problem about coming to work
  
5. Of the following, the MOST effective way for a supervisor to minimize undesirable rumors about new policies in the units under his supervision is to 5.
  - A. bypass the supervisor and communicate directly with the individual members of the units
  - B. supply immediate and accurate information to everyone who is supposed to be informed

- C. play down the importance of the rumors  
D. issue all communications in written form
6. Which of the following is an *indication* that a superior officer is delegating authority PROPERLY? 6. \_\_\_\_\_
- A. The superior officer closely checks the work of experienced subordinates at all stages in order to maintain standards.  
B. The superior officer gives overlapping assignments to insure that work is completed on time.  
C. The work of his subordinates can proceed and be completed during the superior officer's absence.  
D. The work of each supervisor is reviewed by him more than once in order to insure quality.
7. Of the following supervisory practices, the one which is *MOST LIKELY* to foster employee morale is for the supervisor to 7. \_\_\_\_\_
- A. take an active interest in subordinates' personal lives  
B. ignore mistakes  
C. give praise when justified  
D. permit rules to go unenforced occasionally
8. As the supervisor who is responsible for the implementation of a new paperwork procedure, you note that the workers often do not follow the stipulated procedure. Before taking action, it would be *ADVISABLE* to realize that 8. \_\_\_\_\_
- A. unconscious behavior, such as failure to adapt to change, is largely uncontrollable  
B. new procedures sometimes have to be modified and adapted after being tried out  
C. threats of disciplinary action will encourage approval of change  
D. procedures that fail should be abandoned and replaced
9. The one of the following which is *generally* considered to be the *MOST* significant criticism of the modern practice of effective human relations in management of large organizations is that human relations 9. \_\_\_\_\_
- A. weakens management authority over employees  
B. gives employees control of operations  
C. can be used to manipulate and control employees  
D. weakens unions
10. Of the following, the *MOST* important reason why the supervisor should promote *good* supervisor-subordinate relations is to encourage his staff to 10. \_\_\_\_\_
- A. feel important  
B. be more receptive to control  
C. be happy in their work  
D. meet production performance levels
11. A superior officer decides to assign a special report directly to an employee, bypassing his supervisor. 11. \_\_\_\_\_  
*In general*, this practice is
- A. *advisable*, chiefly because it broadens the superior officer's span of authority  
B. *inadvisable*, chiefly because it undermines the authority of the supervisor in the eyes of his subordinates

- C. *advisable*, chiefly because it reduces the number of details the supervisor must know
- D. *inadvisable*, chiefly because it gives too much work to the employee
12. Many supervisors make it a practice to solicit suggestions from their subordinates and to encourage their participation in decision making. The success of this type of supervision *usually* depends MOST directly upon the 12. \_\_\_
- A. quality of leadership provided by the supervisor
- B. number of the supervisor's immediate subordinates
- C. availability of opportunities for employee advancement
- D. degree to which work assignments cause problems
13. Small informal groups or "cliques" often appear in a work setting. The one of the following which is generally an *advantage* of such groups, from an administrative point of view, is that they 13. \_\_\_
- A. are not influenced by the administrative set-up of the office
- B. encourage socializing after working hours
- C. develop leadership roles among the office staff
- D. provide a "steam valve" for release of tension and fatigue
14. Assume that you are a superior officer in charge of several supervisors, who, in turn, are in charge of a number of employees. The employees who are supervised by Jones (a supervisor) come as a group to you and indicate several reasons why Jones is incompetent and "has to go." Of the following, your *best* course of action to take FIRST is to 14. \_\_\_
- A. direct the employees to see Jones about the matter
- B. suggest to the employees that they should attempt to work with Jones until he can be transferred
- C. discuss the possibility of terminating Jones with *your* superior
- D. ask Jones about the comments of the employees after they depart
15. Of the following, the MAIN effect which the delegation of authority can have on the efficiency of an organization is to 15. \_\_\_
- A. reduce the risk of decision-making errors
- B. produce uniformity of policy and action
- C. facilitate speedier decisions and actions
- D. enable closer control of operations
16. Of the following, the main DISADVANTAGE of temporarily transferring a newly appointed worker to another unit because of an unexpected vacancy is that the temporary nature of his assignment will, *most likely*, 16. \_\_\_
- A. undermine his incentive to orient himself to his new job
- B. interfere with his opportunities for future advancement
- C. result in friction between himself and his new co-workers
- D. place his new supervisor in a difficult and awkward position

17. Assume that you, as a supervisor, have decided to raise the quality of work produced by your subordinates. 17. \_\_\_\_  
The BEST of the following procedures for you to follow is to
- A. develop mathematically precise standards
  - B. appoint a committee of subordinates to set firm and exacting guidelines, including penalties for deviations
  - C. modify standards developed by supervisors in other organizations
  - D. provide consistent evaluation of subordinates' work, furnishing training whenever advisable
18. Assume that a supervisor under your supervision strongly objects whenever changes are proposed which would improve the efficiency of his unit. 18. \_\_\_\_  
Of the following, the MOST desirable way for you to *change* his attitude is to
- A. involve him in the planning and formulation of changes
  - B. promise to recommend him for a more challenging assignment if he accepts changes
  - C. threaten to have him transferred to another unit if he does not accept changes
  - D. ask him to go along with the changes on a tentative, trial basis
19. Work goals may be defined in terms of units produced or in terms of standards of performance. 19. \_\_\_\_  
Which of the following statements concerning work goals is CORRECT?
- A. Workers who have a share in establishing goals tend to set a fairly high standard for themselves, but fail to work toward it.
  - B. Workers tend to produce according to what they believe are the goals actually expected of them.
  - C. Since workers usually produce less than the established goals, management should set goals higher than necessary.
  - D. The individual differences of workers can be minimized by using strict goals and invariable procedures.
20. Of the following, the type of employee who would respond BEST to verbal instructions given in the form of a suggestion or wish is the 20. \_\_\_\_
- A. experienced worker who is eager to please
  - B. sensitive and emotional worker
  - C. hostile worker who is somewhat lazy
  - D. slow and methodical worker
21. As a supervisor, you note that the output of an experienced staff member has dropped dramatically during the last two months. In addition, his error rate is significantly above that of other staff members. When you ask the employee the reason for his poor performance, he says, "Well, it's rather personal and I would rather not talk about it if you don't mind." 21. \_\_\_\_  
At this point, which of the following would be the BEST reply?
- A. Tell him that you will give him two weeks to improve or you will discuss the matter with your own supervisor
  - B. Insist that he tell you the reason for his poor work and assure him that anything personal will be kept confidential

- C. Say that you don't want to interfere, but, at the same time, his work has deteriorated, and that you're concerned about it
- D. Explain in a friendly manner that you are going to place a warning letter in his personnel folder that states he has one month in which to improve
22. Research studies have shown that employees who are strongly interested in achievement and advancement on the job *usually* want assignments where the chance of success is 22. \_\_\_
- A. *low*, and desire frequent supervisory evaluation of their performance
- B. *high*, and desire general supervisory evaluation of their performance
- C. *high*, and desire infrequent supervisory evaluation of their performance
- D. *moderate*, and desire specific supervisory evaluation of their performance
23. Of the following, a function of the supervisor that concerns itself with the process of determining a course of action from alternatives is *usually* referred to as 23. \_\_\_
- A. decentralization
- B. planning
- C. controlling
- D. input
24. Favorable working conditions are an important variable in producing an effective work unit. 24. \_\_\_  
Which of the following would be LEAST conducive in providing a favorable work situation?
- A. Applying a job enrichment program to a routine clerical position
- B. Setting practical goals for the work unit which are consistent with the overall objective of the agency
- C. Assigning individuals to positions which require a higher level of educational achievement than that which they possess
- D. Establishing a communications system which distributes information and provides feedback to all organizational levels
25. Every supervisor within an organization should know to whom he reports and who reports to him. 25. \_\_\_  
Within the organization this will *most likely* insure
- A. unity of command
- B. confidentiality of sensitive issues
- C. excellent morale
- D. the elimination of the grapevine

**KEY (CORRECT ANSWERS)**

- 1. A
- 2. A
- 3. C
- 4. D
- 5. B
- 6. C
- 7. C
- 8. B
- 9. C
- 10. D

- 11. B
- 12. A
- 13. D
- 14. D
- 15. C
- 16. A
- 17. D
- 18. A
- 19. B
- 20. A

- 21. C
  - 22. D
  - 23. B
  - 24. C
  - 25. A
-

# Preparing Written Material

## EXAMINATION SECTION TEST 1

**DIRECTIONS:** The following groups of sentences need to be arranged in an order that makes sense. Select the letter preceding the sequence that represents the best sentence order. *PRINT THE LETTER OF THE CORRECT ANSWER IN THE SPACE AT THE RIGHT.*

### Question 1

1. The ostrich egg shell's legendary toughness makes it an excellent substitute for certain types of dishes or dinnerware, and in parts of Africa ostrich shells are cut and decorated for use as containers for water.
2. Since prehistoric times, people have used the enormous egg of the ostrich as a part of their diet, a practice which has required much patience and hard work-to hard-boil an ostrich egg takes about four hours.
3. Opening the egg's shell, which is rock hard and nearly an inch thick, requires heavy tools, such as a saw or chisel; from inside, a baby ostrich must use a hornlike projection on its beak as a miniature pick-axe to escape from the egg.
4. The offspring of all higher-order animals originate from single egg cells that are carried by mothers, and most of these eggs are relatively small, often microscopic.
5. The egg of the African ostrich, however, weighs a massive thirty pounds, making it the largest single cell on earth, and a common object of human curiosity and wonder.

The best order is

- A. 5 4 1 2 3
- B. 1 4 5 3 2
- C. 4 2 3 5 1
- D. 4 5 2 3 1

### Question 2

1. Typically only a few feet high on the open sea, individual tsunamis have been known to circle the entire globe two or three times if their progress is not interrupted, but are not usually dangerous until they approach the shallow water that surrounds land masses.
2. Some of the most terrifying and damaging hazards caused by earthquakes are tsunamis, which were once called "tidal waves"—a poorly chosen name, since these waves have nothing to do with tides.
3. Then a wave, slowed by the sudden drag on the lower part of its moving water column, will pile upon itself, sometimes reaching a height of over 100 feet.
4. Tsunamis (Japanese for "great harbor wave") are seismic waves that are caused by earthquakes near oceanic trenches, and once triggered, can travel up to 600 miles an hour on the open ocean.
5. A land-shoaling tsunami is capable of extraordinary destruction; some tsunamis have deposited large boats miles inland, washed out two-foot-thick seawalls, and scattered locomotive trains over long distances.

The best order is

- A. 4 1 3 2 5
- B. 1 3 4 2 5
- C. 5 1 3 2 4
- D. 2 4 1 3 5

## Question 23

23. \_\_\_\_\_

1. One of the most easily manipulated substances on earth, glass can be made into ceramic tiles that are composed of over 90% air.
2. NASA's space shuttles are the first spacecraft ever designed to leave and re-enter the earth's atmosphere while remaining intact.
3. These ceramic tiles are such effective insulators that when a tile emerges from the oven in which it was fired, it can be held safely in a person's hand by the edges while its interior still glows at a temperature well over 2000° F.
4. Eventually, the engineers were led to a material that is as old as our most ancient civilizations: glass.
5. Because the temperature during atmospheric re-entry is so incredibly hot, it took NASA's engineers some time to find a substance capable of protecting the shuttles.

The best order is

- A. 5 2 1 3 4
- B. 2 5 4 1 3
- C. 2 3 1 2 5
- D. 5 4 3 1 2

## Question 24

24. \_\_\_\_\_

1. The secret to teaching any parakeet to talk is patience, and the understanding that when a bird "talks," it is simply imitating what it hears, rather than putting ideas into words.
2. You should stay just out of sight of the bird and repeat the phrase you want it to learn, for at least fifteen minutes every morning and evening.
3. It is important to leave the bird without any words of encouragement or farewell; otherwise it might combine stray remarks or phrases, such as "Good night," with the phrase you are trying to teach it.
4. For this reason, to train your bird to imitate your words you should keep it free of any distractions, especially other noises, while you are giving it "lessons."
5. After your repetition, you should quietly leave the bird alone for a while, to think over what it has just heard.

The best order is

- A. 1 4 2 5 3
- B. 1 2 4 3 5
- C. 3 2 1 5 4
- D. 3 1 5 4 2

## Question 25

25.

1. As a school approaches, fishermen from neighboring communities join their fishing boats together as a fleet, and string their gill nets together to make a huge fence that is held up by cork floats.
2. At a signal from the party leaders, or *nakura*, the family members pound the sides of the boats or beat the water with long poles, creating a sudden and deafening noise.
3. The fishermen work together to drag the trap into a half-circle that may reach 300 yards in diameter, and then the families move their boats to form the other half of the circle around the school of fish.
4. The school of fish flee from the commotion into the awaiting trap, where a final wall of net is thrown over the open end of the half-circle, securing the day's haul.
5. Indonesian people from the area around the Sulu islands live on the sea, in floating villages made of lashed-together or stilted homes, and make much of their living by fishing their home waters for migrating schools of snapper, scad, and other fish.

The best order is

- A. 1 5 3 4 2
- B. 1 2 4 3 5
- C. 5 1 2 3 4
- D. 5 1 3 2 4

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### KEY (CORRECT ANSWERS)

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

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

1. You have been informed that your building allowance is going to be decreased as part of a city-wide economy drive. Of the following, which is the FIRST action you should take in this situation? 1. \_\_\_\_
- A. Lay-off the worker with the least seniority.
  - B. Reduce the amount and complexity of your work in order to absorb the decrease.
  - C. Start using less expensive supplies and materials.
  - D. Study your custodial operation to determine how best to minimize the effects of the cuts.
2. The purpose of the vent line on an oil tank is to allow 2. \_\_\_\_
- A. water in the oil to evaporate
  - B. oil to drain if tank is overfilled
  - C. for expansion of the oil as the oil temperature rises
  - D. gases to escape into the atmosphere
3. A reading of 45° C is indicated on your temperature recorder. This temperature, expressed in degrees Fahrenheit, is 3. \_\_\_\_
- A. 77                      B. 81                      C. 113                      D. 145
4. A dark orange flame in a boiler indicates 4. \_\_\_\_
- A. low draft
  - B. that the refractory is damaged
  - C. too much secondary air
  - D. too much primary air
5. Metering faucets 5. \_\_\_\_
- A. are washerless
  - B. have aerators
  - C. shut off automatically
  - D. vent air
6. You are allowed \$72,000 for the operation of your building. Of this amount, your salary is \$32,000, your fireman's salary is \$25,000, your cleaner earns \$10,500, and compensation insurance will cost \$750.00. After these monies are paid, how much will remain? 6. \_\_\_\_
- A. \$3,150                      B. \$3,750                      C. \$4,550                      D. \$4,570
7. It has come to your attention that the police department has one of your cleaners under surveillance. Of the following, your action should be to 7. \_\_\_\_
- A. tell the cleaner that he is under surveillance
  - B. tell all your cleaners about the situation and warn them to avoid trouble

- C. terminate the cleaner under surveillance  
D. say nothing about the situation to the cleaner
8. After you prepared a monthly payroll report and sent it to headquarters, you find that you made errors in the report. Of the following, it would be MOST important to 8. \_\_\_\_\_
- A. do nothing since a payroll report would be thoroughly checked at headquarters  
B. make all the required changes on the copy you kept  
C. immediately resubmit the report to include the corrected information  
D. adjust the next month's figures to compensate for the error
9. Stay bolts are found in a boiler's 9. \_\_\_\_\_
- A. brick setting  
B. breeching  
C. fire doors  
D. shell
10. A plumber's friend is used to 10. \_\_\_\_\_
- A. change washers  
B. stop leaks  
C. open corroded fittings  
D. clear stoppages
11. Ballasts are found in 11. \_\_\_\_\_
- A. fluorescent fixtures  
B. plumbing fixtures  
C. boiler equalizers  
D. vacuum pumps
12. You hire a person as a cleaner on the recommendation of a friend of yours who is a custodian at another school. When dealing with the newly hired cleaner, it would be MOST appropriate for you to assign 12. \_\_\_\_\_
- A. him to the same types of work as you would give to another cleaner with similar abilities  
B. less desirable work to him than you assign to other cleaners in order to avoid giving the impression that he will be receiving special treatment  
C. him work with no regard to his abilities since all workers should be treated the same  
D. him the most desirable work in order to maintain friendship with the custodian who recommended him and to encourage the newly hired cleaner to do good work
13. The size of a boiler tube is based on its 13. \_\_\_\_\_
- A. inside diameter  
B. circumference  
C. outside diameter  
D. cross-sectional area
14. Of the following, the LEAST important consideration when preparing a work schedule is the 14. \_\_\_\_\_
- A. number of employees on your staff  
B. type of work to be done  
C. age of the employees on your staff  
D. monies budgeted
15. A solenoid valve is also known as a \_\_\_\_\_ valve. 15. \_\_\_\_\_
- A. magnetic oil  
B. thermo-electric  
C. hydraulic  
D. pressure

16. One of your employees earns \$8.50 an hour and another employee earns \$10.50 an hour. Last week, the employee making \$8.50 an hour worked forty hours, and the employee earning \$10.50 an hour worked forty-four hours. Assuming that all time in excess of forty hours a week is computed at time and a half, their combined gross pay for the week is 16. \_\_\_\_\_
- A. \$823.00      B. \$840.00      C. \$853.00      D. \$876.00
17. Flame failure in a rotary cup oil burner is detected by the 17. \_\_\_\_\_
- A. vaporstat                      B. aquastat  
C. low draft switch              D. scanner
18. If the water coming from the faucets in your building is 95°C, it is 18. \_\_\_\_\_
- A. warm                              B. too hot  
C. tepid                              D. too cold
19. You are writing a memorandum to your supervisor concerning problems you have been having with certain boiler room equipment. 19. \_\_\_\_\_  
Of the following, it would be MOST important for your memorandum to
- A. be long and include proper terminology to let your supervisor know you are technically competent and knowledgeable about proper boiler plant operation  
B. explain the problem clearly and to provide possible solutions  
C. explain the problem in such a way as to avoid giving the impression that the problems are your fault or that you did not do enough to minimize the effects  
D. be respectful in tone and grammatically correct
20. One of the classrooms in your building is often littered with paper, other trash, and in otherwise unacceptable condition at the end of the day. 20. \_\_\_\_\_  
Of the following, it would be MOST appropriate for you to
- A. tell the children that they are to leave the room as clean at the end of the day as they find it in the morning  
B. speak to the principal about the room's condition in order to obtain her assistance to resolve the situation  
C. advise the teacher that you will instruct your cleaners not to clean the room unless he cooperates in keeping it clean  
D. regularly check the room to determine which of the children are responsible for its condition
21. One of your employees has a gross bi-weekly salary of \$600 and a FICA deduction of 5%. 21. \_\_\_\_\_  
His FICA deduction for a period of 4 weeks is
- A. \$3                      B. \$6                      C. \$30                      D. \$60
22. A(n) \_\_\_\_\_ has a gauge glass. 22. \_\_\_\_\_
- A. pressure gauge                      B. inspection window  
C. condensate tank                      D. transom
23. One standard square of roofing shingle will cover square feet. 23. \_\_\_\_\_
- A. 1                      B. 10                      C. 100                      D. 144

24. \_\_\_\_\_ NOT a part of low pressure boilers. 24. \_\_\_\_\_  
 A. Crown sheets B. Impellers  
 C. Weep holes D. Stay rods
25. If one person is normally assigned to a facility for every 33,000 square feet and you have 82,000 square feet, your manpower requirement is 25. \_\_\_\_\_  
 A. 1 B. 1 1/2 C. 2 D. 2 1/2
26. Your cleaning crew's morale is very low because the school is often vandalized, making it very difficult for your workers to maintain the building properly. 26. \_\_\_\_\_  
 Of the following, it would be MOST appropriate for you to tell your crew  
 A. that you are aware of the effort they put in even though the building does not reflect the work they do  
 B. not to work so hard because their work is not appreciated and it is a losing battle  
 C. that they get paid for their work and, therefore, there is no justification for their low morale  
 D. not to concern themselves about vandalism since it is a social problem, not a custodial matter
27. Nematodes are 27. \_\_\_\_\_  
 A. weeds B. elevator fuses  
 C. electrical circuits D. lawn pests
28. A supervisory circuit is found in 28. \_\_\_\_\_  
 A. boiler controls B. the principal's intercom  
 C. hot water tanks D. fire alarms
29. Braided packing is found in 29. \_\_\_\_\_  
 A. electrical insulation B. stuffing boxes  
 C. wall insulation D. junction boxes
30. The gas meter in your building reads 1234 on the 1st of the month and 1356 at the end of the month. 30. \_\_\_\_\_  
 If the meter has a multiplier of 60; how much gas was consumed for the month?  
 A. 813.60 B. 4260 C. 7320 D. 81360
31. Which of the following is NOT used to control boiler water level? 31. \_\_\_\_\_  
 A  
 A. condensate return pump B. vacuum pump  
 C. blow down valve D. feedwater regulator
32. A water-charged fire extinguisher should NOT be used on a(n) \_\_\_\_\_ fire. 32. \_\_\_\_\_  
 A. paper B. oil C. wood D. trash
33. A pope's head is used to clean 33. \_\_\_\_\_  
 A. floors B. boiler tubes  
 C. windows D. sidewalks

34. The drain in your school yard is stopped up after each rainfall. Which one of the following is the MOST appropriate action to take to correct this situation? 34. \_\_\_\_\_
- A. Remove the strainer basket
  - B. Schedule regular drain cleaning
  - C. Blank off grating
  - D. Have the drain *snaked* on an annual basis
35. Of the following, which is the LARGEST size of coal? 35. \_\_\_\_\_
- A. Rice
  - B. Buckwheat
  - C. Pea
  - D. Walnut
36. To perform a low water cut-off test, you should 36. \_\_\_\_\_
- A. shut off the water at the tempering valve
  - B. open the bypass valve on the feedwater regulator
  - C. shut down the water supply until the boiler shuts off
  - D. open the pressure relief valve
37. A recently hired cleaner does not complete tasks within the time periods that you believe to be proper for his work. Of the following, the FIRST action you should take is to 37. \_\_\_\_\_
- A. warn him that his job may be in jeopardy if he does not improve
  - B. avoid mentioning anything about his work for the first few weeks of his employment in order to give him time to learn what is expected from him
  - C. ask other employees to encourage him to work harder and faster
  - D. observe him while he works to determine the reasons he takes so long to complete this work
38. This year, the fuel consumption at your school has significantly increased over last year's consumption even though the weather for both years has been quite similar. You are checking your heating system to determine the reason for the increase. Which of the following is LEAST likely to be the reason for the higher consumption? 38. \_\_\_\_\_
- A. Dirty fire tubes
  - B. Leaking steam traps
  - C. High flue gas temperature
  - D. High steam temperature
39. A teacher tells you that one of your cleaners broke her classroom movie projector. She states that when she left the room at the end of the preceding school day, the cleaner was working in her room and the projector was operating fine. The next morning it wasn't working. For this situation, you should FIRST 39. \_\_\_\_\_
- A. accuse the cleaner of breaking it to test his reaction
  - B. order the cleaner to talk to the teacher to get the matter resolved
  - C. question the cleaner to find out what, if anything, he knows about this situation
  - D. watch the cleaner for several days to see if he does anything to indicate guilt

40. Of the following, which is the MOST likely indication of soot build-up in boiler tubes?

- A. A high CO<sub>2</sub> reading
- B. A high furnace draft reading
- C. High boiler pressure
- D. High stack temperature

40. \_\_\_\_\_

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**KEY (CORRECT ANSWERS)**

1. D	11. A	21. D	31. B
2. D	12. A	22. C	32. B
3. C	13. C	23. C	33. C
4. A	14. C	24. B	34. B
5. C	15. A	25. D	35. C
6. B	16. A	26. A	36. C
7. D	17. D	27. D	37. D
8. C	18. B	28. D	38. D
9. D	19. B	29. B	39. C
10. D	20. B	30. C	40. D

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