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PRACTICE SIMULATION #1
TEST QUESTIONS



QUESTION 1

INTRODUCTION

You are the Manager of Program Evaluation and Research for the Very Important Points Division of an Anonymous NYS Department. At the start of the day on Friday, the Deputy Commissioner (your BOSS) shows up at your cubicle entrance and informs you that the Commissioner needs some statistics compiled on the outcomes of different programs within the Department. The Commissioner needs these statistics by next Friday for a presentation to the Legislature in order to attempt to restore funding for cut budgets. Turn around time for such a request is usually three weeks. You tell the Deputy Commissioner that it might be a problem, but you'll do your best. The Deputy Commissioner says she will have the specific statistical needs sent to you in a couple of hours.

A couple of hours later, Ted, the Deputy Commissioner's secretary, drops off the specific statistics needed.

You would now discuss the following with your boss:
(Choose AS MANY AS you consider useful at this time.):

1. *Clarify what the Commissioner's objective is.*
2. *Why me? You know I hate these VIP special rush jobs.*
3. *Ascertain the format the Commissioner expects to have the requested statistics in (narrative report, statistical charts, etc.).*
4. *Exactly when the statistics are needed.*

5. *The potential impact this job could have on the Governor's special request for which work was started on two weeks ago.*
6. *What resources are available to you for this special request (staffing, overtime, computer time, and other budgetary allocations).*

GO TO QUESTION 2

QUESTION 2

After meeting with your boss, you carefully perform a detailed review of the request. While some of the Commissioner's requested data appears to be standard and readily available, about 40% will require extensive research and compilation. To top things off, all your staff are currently working on a special data request for the Governor and have been working overtime for weeks.

Your next step should be:
(Choose ONLY ONE)

1. *Take the Deputy Commissioner's data request to your staff and tell them what is needed, by when and to get started ASAP. (go to question 28)*
2. *Go to your staff and tell them to "Take care of it". (go to question 16)*
3. *As it is nearly impossible to meet the deadline for this project, call the Deputy Commissioner and ask her if the Commissioner can grant them another couple of days on the statistics. (go to question 6)*
4. *Call your four top notch staff in to discuss the project and to estimate the resources and time needed to complete the project. (go to question 32)*

QUESTION 3

The exercise and the simulation portion of the Promotion Battery example are set up to provide you with an evolving situation depending upon your response. You do not necessarily answer the questions in any numerical order.

Go back to the last question you were on and choose another response.

QUESTION 4

You have decided to confer with everyone including Ann to ascertain if they can bring the project to a successful completion (including deadline). They estimate they can have the computer programs developed to be able to run the statistics by Wednesday. In fact, as soon as they complete one computer program, they can hand it down the line to Ed, the Research Assistant, so he can start running them one at a time. Ed is very particular, extremely detailed and does **not** handle working under pressure well at all. He has been backlogged even before the Governor's request came in, and now this.

You should:

1. *Tell Mary as soon as each computer program is done to get it to Ed ASAP. (go to question 25)*
2. *Ask Ed meet with you to talk about potential other alternatives for getting the data run smoothly. (go to question 7)*
3. *Call Ed on the phone and let him know another ASAP job is on its way and that overtime will be inevitable to get the data run by the deadline. (go to question 22)*

QUESTION 5

Ed and you have amicably discussed alternatives and agreed and set up for a Research Assistant (Ray) from outside the division to assist in the project. Ray calls in sick on Tuesday and finally shows on Wednesday. His work output at the end of the day was minimal and upon review, was found to contain a large number of errors. The day's work would need to be redone.

You should:

1. *Set up a conference with Mary, Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. (go to question 10)*
2. *Tell Ed that the problem is with Ray's lack of attention to detail and that he should discuss this with Ray. (go to question 17)*
3. *Take Ray's work to him and ask him to explain what the problem seems to be. (go to question 27)*

QUESTION 6

You describe the multiple problems in relation to the Commissioner's request to your boss, the Deputy Commissioner. Her response is that the Commissioner wants it by next Friday and probably can't wait another couple of days.

You should:

1. *Call the Commissioner's secretary and see if the Commissioner can give you and your staff another two days. (go to question 13)*
2. *Calling the Commissioner is not a viable alternative, so you take the Deputy Commissioner's data request to your staff and tell them what is needed, by when and to get started ASAP. (go to question 28)*
3. *Go to your staff and tell them to "Take care of it". (go to question 16)*
4. *Call your four top notch staff in to discuss the project and to estimate the resources and time needed to complete the project. (go to question 32)*

QUESTION 7

Having amicably discussed alternatives with Ed you both agree that the best solution would be to set up for a Research Assistant (Ray) from outside the division to assist in the project. Ray calls in sick on Tuesday and finally shows on Wednesday. His work output at the end of the day was minimal and upon review, was found to contain a large number of errors. The day's work would need to be redone.

You should:

1. *Set up a conference with Mary, Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. (go to question 19)*
2. *Tell Ed that the problem is with Ray's lack of attention to detail and that he should discuss this with Ray. (go to question 9)*
3. *Take Ray's work to him and ask him to explain what the problem seems to be. (go to question 15)*

QUESTION 8

Pleading and promising it won't happen again, you ask Ann to cancel her attendance at this session. She responds that she's been looking forward to this training and that her flight and hotel reservations have been made and all the other necessary preparations that took a lot of time and effort have been set.

You should:

1. *Discuss the project with the other three staff to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 31)*
2. *Tell Ann that her work comes first (go to question 24)*
3. *Call the Deputy Commissioner, voice your frustrations over having multiple number one priority requests and one person less the next week and inform her the project may not be completed on time. (go to response 7)*
4. *Discuss the project with everyone including Ann to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 11)*

QUESTION 9

You have chosen to tell Ed that the problem is with the Research Assistant, Ray's, lack of attention to detail. You have also informed Ed that he should discuss this with Ray.

You should:

1. *Set up a conference with Mary, Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. (go to question 19)*
2. *Call the Deputy Commissioner and tell her this last minute glitch is going to delay the projects finish. (go to response 2)*

QUESTION 10

You have set up a conference with Mary, one of your top notch Program Evaluation Specialists, Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are.

After checking the computer programs and the computer equipment, it appears the problem is with Ray's data input.

Upon being questioned, Ray states he has broken his reading glasses and can hardly see the data he is supposed to be inputting. Mary brings forth his old pair of reading glasses which illuminate the data perfectly for Ray. It's 6 p.m. on Wednesday as it is. It seems impossible to get all the statistics run by Friday.

You should:

1. *Ask Mary, Ed and Ray if they can each put in another two hours tonight to redo the day's work and then all work together tomorrow so with Mary there will be extra person hours to assist and get the project completed on time. (go to question 21)*
2. *Due to the extremely short time frame, call the Deputy Commissioner to explain the situation. (go to response 7)*

QUESTION 11

You have decided to confer with your other three staff members to ascertain if they can bring the project to a successful completion (including deadline) without Ann. They estimate they can have the computer programs developed to be able to run the statistics by Wednesday.

In fact, as soon as they complete one computer program, they can hand it down the line to Ed, the Research Assistant, so he can start running them one at a time. Ed is very particular, extremely detailed and does **not** handle working under pressure well at all. He has been backlogged even before the Governor's request came in, and now this.

You should:

1. *Tell Mary as soon as each computer program is done to get it to Ed ASAP. (go to question 30)*
2. *Ask Ed to meet with you to talk about potential other alternatives for getting the data run smoothly. (go to question 5)*
3. *Call Ed on the phone and let him know another ASAP job is on its way and that overtime will be inevitable to get the data run by the deadline. (go to question 33)*

QUESTION 12

You have decided to confer with everyone including Ann to ascertain if they can bring the project to a successful completion (including deadline). They estimate they can have the computer programs developed to be able to run the statistics by Wednesday. In fact, as soon as they complete one computer program, they can hand it down the line to Ed, the Research Assistant, so he can start running them one at a time. Ed is very particular, extremely detailed and does **not** handle working under pressure well at all. He has been backlogged even before the Governor's request came in, and now this.

You should:

1. *Tell Mary as soon as each computer program is done to get it to Ed ASAP. (go to question 25)*
2. *Ask Ed to meet with you to talk about potential other alternatives for getting the data run smoothly. (go to question 7)*
3. *Call Ed on the phone and let him know another ASAP job is on its way and that overtime will be inevitable to get the data run by the deadline. (go to question 22)*

QUESTION 13

So, you decided to call the Commissioner's secretary and see if the Commissioner can give you and your staff another two days. The Commissioner says "NO, NO, NO!!!"

You should:

1. *Take the Deputy Commissioner's data request to your staff and tell them what is needed, by when and to get started ASAP. (go to question 28)*
2. *Go to your staff and tell them to "Take care of it". (go to question 16)*
3. *Call your four top notch staff in to discuss the project and to estimate the resources and time needed to complete the project. (go to question 32)*

QUESTION 14

You have decided to ask Mary, Ed and Ray if they can each put in another two hours tonight to redo the day's work and then all work together tomorrow so with Mary there will be extra person hours to assist and get the project completed on time.

Not only do they redo the days work that night, but they all work until midnight and the final computer programs were run batch while everyone was sleeping. Bright and early Friday morning, Mary, Ed, Ray and yourself slip the narrative section you have developed into the report format and have the requested twenty copies on the Commissioner's desk by 10 a.m. The Commissioner's presentation to the Legislature is stellar and the report is heavily quoted in the newspapers. The Commissioner looks good; the Department looks good; your Division has been provided an additional Research Assistant position (Ray that is); and everyone in your Division has been granted next Friday off with pay due to the massive overtime that has accumulated on the books.

**YOU HAVE COMPLETED THE EXERCISE.
GO TO THE RESPECTIVE PAGES REGARDING SCORING.**

QUESTION 15

You have chosen to take Ray's work to him and ask him to explain what the problem seems to be.

You should:

1. *Set up a conference with Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. (go to question 10)*
2. *Call the Deputy Commissioner and tell her this last minute glitch is going to delay the projects finish. (go to response 7)*

QUESTION 16

The pressure of the deadline has gotten to you. You take the specific data request to your top four staff and tell them to “Take care of it”. One of your staff members, Ann, states she’s out of here next week as she’s enrolled in a week long training program.

You should:

1. *Tell Ann to forget the training. She can take it the next time it’s offered. (go to question 8)*
2. *Discuss the project with the other three staff to see if there’s any way the Commissioner’s data request can be fulfilled on time. (go to question 11)*
3. *Call the Deputy Commissioner, voice your frustrations over having multiple number one priority requests and one person less the next week and inform her the project may not be completed on time. (go to response 3)*
4. *Discuss the project with everyone including Ann to see if there’s any way the Commissioner’s data request can be fulfilled on time. (go to question 12)*

QUESTION 17

You have chosen to tell Ed that the problem is with the Research Assistant, Ray's, lack of attention to detail. You have also informed Ed that he should discuss this with Ray.

You should:

1. *Set up a conference with Mary, Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. (go to question 19)*
2. *Call the Deputy Commissioner and tell her this last minute glitch is going to delay the projects finish. (go to response 2)*

QUESTION 18

You have used persuasion and have promised Ed that this overtime will be the last for at least six months. He responds with “What part of NO don’t you understand-just how many times have I heard that promise in the last five years!”

You should:

1. *Look up the extension for Human Resources and call them to find out whether overtime is mandatory. (go to response 4)*
2. *Ask Ed to come into your office and privately discuss the issue. (go to question 5)*
3. *Tell Ed that he has no choice, that he MUST work the overtime. (go to question 26)*

QUESTION 19

You have set up a conference with Mary, one of your top notch Program Evaluation Specialists, Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. After checking the computer programs and the computer equipment, it appears the problem is with Ray's data input. Upon being questioned, Ray states he has broken his reading glasses and can hardly see the data he is supposed to be inputting. Mary brings forth his old pair of reading glasses which illuminate the data perfectly for Ray. It's 6 p.m. on Wednesday as it is. It seems impossible to get all the statistics run by Friday.

You should:

1. *Ask Mary, Ed and Ray if they can each put in another two hours tonight to redo the day's work and then all work together tomorrow so with Mary there will be extra person hours to assist and get the project completed on time. (go to question 14)*
2. *Due to the extremely short time frame, call the Deputy Commissioner to explain the situation. (go to response 2)*

QUESTION 20

You decided to tell Ed that he has no choice, that he must work overtime to get the job completed. His response was not surprising, but a bit more emotionally intense than you had expected it would be. He vehemently stated that poor planning on someone else's part did not constitute an emergency on his and that overtime was out of the question.

You should:

1. *Ask Ed to come into your office and privately discuss the issue. (go to question 7)*
2. *Look up the extension for Human Resources and call them to find out whether overtime is mandatory. (go to response 4)*
3. *Use persuasion and promise Ed that this overtime WILL be the last for at least six months. (go to question 23)*

QUESTION 21

You have decided to ask Mary, Ed and Ray if they can each put in another two hours tonight to redo the day's work and then all work together tomorrow so with Mary there will be extra person hours to assist and get the project completed on time. Not only do they redo the days work that night, but they all work until midnight and the final computer programs were run batch while everyone was sleeping. Bright and early Friday morning, Mary, Ed, Ray and yourself slip the narrative section you have developed into the report format and have the requested twenty copies on the Commissioner's desk by 10 a.m. The Commissioner's presentation to the Legislature is stellar and the report is heavily quoted in the newspapers. The Commissioner looks good; the Department looks good; your Division has been provided an additional Research Assistant position (Ray that is); and everyone in the Division has been granted next Friday off with pay due to the massive overtime that has accumulated on the books.

**YOU HAVE COMPLETED THE EXERCISE.
GO TO THE RESPECTIVE PAGES REGARDING SCORING.**

QUESTION 22

You decide to wait until Monday morning to call Ed. His reaction isn't much of a surprise, but the intense emotion of it is. "Another rush job?" he vehemently spits out. "I've got over two weeks of overtime on the sheets already and my union rep says I don't have to work anymore overtime if I don't want to. And I DON'T WANT TO!"

You should:

1. *Simply tell Ed he has no choice, that he MUST work the overtime to get the job completed on time. (go to question 26)*
2. *Ask Ed to meet with you to talk about potential other alternatives for getting the data run smoothly. (go to question 7)*
3. *Use persuasion and promise Ed that this overtime will be the last for at least six months. (go to question 23)*

QUESTION 23

You have used persuasion and have promised Ed that this overtime will be the last for at least six months. He responds with “What part of NO don’t you understand-just how many times have I heard that promise in the last five years!”

You should:

1. *Look up the extension for Human Resources and call them to find out whether overtime is mandatory. (go to response 1)*
2. *Ask Ed to come into your office and privately discuss the issue. (go to question 5)*
3. *Tell Ed that he has no choice, that he MUST work the overtime. (go to question 26)*

QUESTION 24

You have just told Ann that she can basically postpone the training due to the workload. Ann has checked with the union rep and Human Resources who have informed her that she CAN go to the training.

You should:

1. *Discuss the project with the other three staff to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 11)*
2. *Call the Deputy Commissioner, voice your frustrations over having multiple number one priority requests and one person less the next week and inform her the project may not be completed on time. (go to response 5)*
3. *Discuss the project with everyone including Ann to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 31)*

QUESTION 25

You're delighted with your staff's efficient piecemeal approach at getting the completed computer programs to the next step as soon as they are ready. Monday morning Ed shows up at your cubicle in not a very good mood. "Another rush job?" he vehemently spits out. "I've got over two weeks of overtime on the sheets already and my union rep says I don't have to work anymore overtime if I don't want to. And I DON'T WANT TO!"

You should:

1. *Simply tell Ed he has no choice, that he MUST work the overtime to get the job completed on time. (go to question 20)*
2. *Ask Ed to meet with you to talk about other potential alternatives for getting the data run smoothly. (go to question 5)*
3. *Use persuasion and promise Ed that this overtime will be the last for at least six months. (go to question 18)*

QUESTION 26

You decided to tell Ed that he has no choice, that he must work overtime to get the job completed. His response was not surprising, but a bit more emotionally intense than you had expected it would be. He vehemently stated that poor planning on someone else's part, did not constitute an emergency on his and that overtime was out of the question.

You should:

1. *Ask Ed to come into your office and privately discuss the issue. (go to question 7)*
2. *Look up the extension for Human Resources and call them to find out whether overtime is mandatory. (go to response 1)*
3. *Use persuasion and promise Ed that this overtime WILL be the last for at least six months. (go to question 23)*

QUESTION 27

You have chosen to take Ray's work to him and ask him to explain what the problem seems to be.

You should:

1. *Set up a conference with Ed and Ray to look at the computer programs and the resultant statistics to figure out what and where the problems are. (go to question 10)*
2. *Call the Deputy Commissioner and tell her this last minute glitch is going to delay the projects finish. (go to response 7)*

QUESTION 28

Although you don't normally delegate assignments via telling, the pressure of the deadline has gotten to you. You take the Commissioner's data request to your top four staff and tell them the specific requested data needed, the horrid deadline and to drop everything and start the project immediately. In your meeting, one of your staff members, Ann, states she's out of here next week as she's enrolled in a week long training program.

You should:

1. *Discuss the project with the other three staff to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 31)*
2. *Call the Deputy Commissioner, voice your frustrations over having multiple number one priority requests and one person less the next week and inform her the project may not be completed on time. (go to response 8)*
3. *Tell Ann to forget the training. She can take it the next time it's offered. (go to question 29)*
4. *Discuss the project with everyone including Ann to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 4)*

QUESTION 29

Pleading and promising it won't happen again, you ask Ann to cancel her attendance at this session. She responds that she's been looking forward to this training and that her flight and hotel reservations have been made and all the other necessary preparations that took a lot of time and effort have been set.

You should:

1. *Discuss the project with the other three staff to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 11)*
2. *Tell Ann that her work comes first (go to question 24)*
3. *Call the Deputy Commissioner, voice your frustrations over having multiple number one priority requests and one person less the next week and inform her the project may not be completed on time. (go to response 6)*
4. *Discuss the project with everyone including Ann to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 31)*

QUESTION 30

You're delighted with your staff's efficient piecemeal approach at getting the completed computer programs to the next step as soon as they are ready. Monday morning Ed shows up at your cubicle in not a very good mood. "Another rush job?" he vehemently spits out. "I've got over two weeks of overtime on the sheets already and my union rep says I don't have to work anymore overtime if I don't want to. And I DON'T WANT TO!"

You should:

1. *Simply tell Ed he has no choice, that he MUST work the overtime to get the job completed on time. (go to question 20)*
2. *Ask Ed to meet with you to talk about other potential alternatives for getting the data run smoothly. (go to question 5)*
3. *Use persuasion and promise Ed that this overtime will be the last for at least six months. (go to question 18)*

QUESTION 31

You have decided to confer with your other three staff members to ascertain if they can bring the project to a successful completion (including deadline) without Ann. They estimate they can have the computer programs developed to be able to run the statistics by Wednesday.

In fact, as soon as they complete one computer program, they can hand it down the line to Ed, the Research Assistant, so he can start running them one at a time. Ed is very particular, extremely detailed and does **not** handle working under pressure well at all. He has been backlogged even before the Governor's request came in, and now this.

You should:

1. *Tell Mary as soon as each computer program is done to get it to Ed ASAP. (go to question 30)*
2. *Ask Ed to meet with you to talk about potential other alternatives for getting the data run smoothly. (go to question 5)*
3. *Call Ed on the phone and let him know another ASAP job is on its way and that overtime will be inevitable to get the data run by the deadline. (go to question 33)*

QUESTION 32

You have chosen to call your four top notch staff in to discuss the project and to estimate the resources and time needed to complete the project. In the meeting, one of your staff members, Ann, states she's out of here next week as she's enrolled in a week long training program.

You should:

1. *Discuss the project with the other three staff to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 11)*
2. *Call the Deputy Commissioner, voice your frustrations over having multiple number one priority requests and one person less the next week and inform her the project may not be completed on time. (go to response 5)*
3. *Tell Ann to forget the training. She can take it the next time it's offered. (go to question 8)*
4. *Discuss the project with everyone including Ann to see if there's any way the Commissioner's data request can be fulfilled on time. (go to question 12)*

QUESTION 33

You decide to wait until Monday morning to call Ed. His reaction isn't much of a surprise, but the intense emotion of it is. "Another rush job?" he vehemently spits out. "I've got over two weeks of overtime on the sheets already and my union rep says I don't have to work anymore overtime if I don't want to. And I DON'T WANT TO!"

You should:

1. *Simply tell Ed he has no choice, that he MUST work the overtime to get the job completed on time. (go to question 26)*
2. *Ask Ed to meet with you to talk about potential other alternatives for getting the data run smoothly. (go to question 7)*
3. *Use persuasion and promise Ed that this overtime will be the last for at least six months. (go to question 23)*

