

STUDY REFERENCES FOR THE SUPERVISORY AND MANAGEMENT LEVEL WRITTEN EXAMS BASED ON HYPOTHETICAL SITUATIONS

Please Note: The following list of references has been prepared to assist candidates in studying for these examinations. Every effort has been made to ensure that these references are pertinent to the examinations and that they are available for check-out to Caltrans Staff through the Caltrans Library. However, please note that none of these references were used in the development of the examinations.

BOOKS

- **The 360-Degree Leader: Developing your Influence from Anywhere in the Organization.** John C. Maxwell. 2005. (S111-448 2005)
- **Caltrans Hiring Smart Guide for Supervisors & Managers. California Department of Transportation, Office of Personnel Operations.** Last updated January 1, 2006. (Library has paper copy: S42-340b)
- **Changing Ways: A Practical Tool for Implementing Change Within Organizations.** Murray M. Dalziel and Stephen C. Schoonover. 1988. (S1-194)
- **Continuous Excellence, Building Effective Organizations: A Handbook for Managers and Leaders.** Mel Hensey. 1995. (S1-270)
- **The Empowered Manager: Positive Political Skills at Work. Peter Block.** 1987. (S111-269 1987)
- **Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead. J. A Belasco and R. C. Stayer.** 1994. (S111-412 1994)
- **The Great State Supervisor: Orientation Handbook for New Supervisors.** 1992. California Department of Personnel Administration. (S111-338 Exam Shelf)
- **Guide to Supervising Probationary Employees. California Department of Transportation.** 1999. (S111-379 1999 Exam Shelf).
- **How to be an Effective Supervisor.** [Audiotape]. Nancy D. Fulford. 1986. American Management Association. (HO-4 Management Tape Shelf)
- **The Lead Dog Has the Best View: Leading your Project Team to Success.** Gordon Culp and Anne Smith. 2005. (S1-356 2005)
- **The Leadership Challenge.** James M. Kouzes and Barry Z. Posner. 2002. (S111-411 2002)
- **Management and Organizational Behavior.** Burt Scanlan and J. Bernard Keys. 1979. (S1-136 1979)
- **Management of Organizational Behavior: Leading Human Resources.** Paul Hersey and Kenneth. H. Blanchard. 2001. 8th ed. (S1-332 2001)
- **Managing Change: A Guide To Producing Innovation from Within.** Sandra J. Hale and Mary M. Williams, editors. 1989. (S1-229)
- **Managing Government Employees: How to Motivate Your People, Deal with Difficult Issues, and Achieve Tangible Results.** Stewart Liff. 2007. American Management Association. (S111-454 2007)
- **Managing Without Managers: Alternative Work Arrangements in Public Organizations.** Shan Martin. 1983. (S1-164)
- **Mastering Change: Winning Strategies for Effective City Planning.** Bruce W. McClendon and Ray Quay. 1988. American Planning Association. (M1-224)
- **On the Job Training Manual for Supervisors.** 1979. California Department of Transportation. (S111-197)
- **Organizational Culture: Techniques Companies Use to Perpetuate or Change Beliefs and Values: Report to the Chairman, Committee on Governmental Affairs, U.S. Senate.** 1992. U.S. General Accounting Office. (S1-232)

- **A Practical Guide for Supervisory Training and Development.** Donald L. Kirkpatrick. 1983. (S111-241)
- **Reengineering Management: The Mandate for New Leadership.** James Champy. 1996. (S111-413 1996)
- **The Renewal Factor: How the Best Get and Keep the Competitive Edge.** Robert H. Waterman. 1987. (S1-201)
- **State of California Supervisor's Handbook: A Guide to Employee Conduct and Discipline.** 2004. California Department of Personnel Administration. (S111-311a 2004 Exam Shelf).
- **Supervision for Success in Government: A Practical Guide for First Line Managers.** Dalton S. Lee and N. Joseph Cayer. 1994. (S111-334 1994)
- **Supervision in Action: The Art of Managing Others.** Claude S. George; consulting editor, Joseph L. Massie. 1977. (S111-357)
- **Supervisor's Guide to Employee Conduct and Discipline.** California Department of Transportation, Division of Labor Relations. (S111-311 1998 Exam Shelf).
- **Supervisor's Toolbox: A Collection of Human Resource References for Supervisors and Managers.** 1991. California Dept. of Transportation, Office of Personnel Operations. (S111-393 Exam Shelf)
- **The Supervisors Handbook.** Mark R. Truitt. 1991. National Seminars Publications. (S111-333)
- **The Supervisor's Portable Answer Book.** George Fuller. 1990. (S111-376 1990)
- **What Every Supervisor Should Know: The Basics of Supervisory Management.** Lester R. Bittel. 1985. (S111-356 1985)
- **When Giants Learn to Dance.** Rosabeth Moss Kanter. 1989. (S111-416 1990)
- **Why Employees Don't Do What They're Supposed To Do and What To Do About It.** Ferdinand F. Fournies. 1988. (S111-399 1988)

For more books on supervision, management and leadership, you can search the Caltrans Library's online catalog.

PERIODICALS

- **"The Measurement of Supervisory Quality in Industry,"** Q. W. File. (1945) Journal of Applied Psychology 29. 323-376. (Pamphlet File-Exam Taking)
- **"Job Sample vs. Paper-and pencil Trades and Technical Tests: Adverse Impact and Examinee Attitudes,"** F. L. Schmidt; A. L. Greenthal; J. E. Hunter; J. G. Berner: and F. W. Seaton. (1977) Personnel Psychology 30. 187-197. (Pamphlet File-Exam Taking)
- **A Supervisory Practices Test,"**M M. Bruce and D. E. Learner. (1958) Personnel Psychology 11. 207-216. (Pamphlet File-Exam Taking)
- **"Signs, Samples, and Criteria,"** P. F. Wernimont and J. P. Campbell. (1968) Journal of Applied Psychology. 52. 372-376. (Pamphlet File-Exam Taking)