

***Organization and Administration of Physical  
Education 1st edition Greenberg Test Bank***

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1. What did the earliest research on managerial effectiveness focus on?
  - a. social skills
  - \*b. individual traits
  - c. tactfulness
  - d. persuasiveness
  
2. Stogdill identified several traits and skills necessary for effective leaders. Which traits were identified by Stogdill?
  - a. creative, dependable, and ambitious
  - b. tactful, persuasive, and adaptable
  - c. energetic, persistent, and socially skilled
  - \*d. assertive, decisive, and cooperative
  
3. What three driving motivators was McClelland's human motivation theory based on?
  - a. need for independence, control, and power
  - b. need for affiliation, innovation, diversification
  - \*c. need for achievement, affiliation, and power
  - d. need for control, organization, intelligence
  
4. What category of management theory describe the roles of figurehead, leader, and liaison discussed by Henry Mintzberg?
  - \*a. interpersonal
  - b. informational
  - c. decisional
  - d. negotiator
  
5. Who developed a continuum model of defined levels of delegated freedom from autocratic to democratic style?

- \*a. Tannenbaum and Schmidt
- b. Spitzer, McCall, and Mahoney
- c. Hersey and Blanchard
- d. Gulick and Urwick

6. What managerial conceptual skills were identified by Robert Katz?

- a. knowledge through job experiences, program knowledge, and organizational processes
- b. knowledge about human behavior, effective communication, and persuasiveness
- \*c. logical thinking, ability to analyze events, and recognize opportunities
- d. knowledge about human behavior, organizational methods, and empathy

7. What is the ability to understand and manage ideas and concrete objects known as?

- a. learning strategies
- \*b. social intelligence
- c. systems thinking
- d. emotional intelligence

8. What is the ability to recognize and understand one's own feelings and emotions as well as those of others known as?

- a. learning strategies
- b. systems thinking
- c. social intelligence
- \*d. emotional intelligence

9. What structured overview of four tasks employed by managers were identified by Chelladurai?

- \*a. planning, leading, controlling, and organizing
- b. social awareness, self-awareness, self-management, and relationship management
- c. leading, organizing, self-awareness, and relationship management
- d. controlling, organizing, social awareness, and self-awareness

10. What is involved in the delegation of duties by an administrator?

- a. assign responsibilities with no authority or accountability
- \*b. assign responsibilities along with authority and accountability
- c. assign responsibilities along with authority but no accountability
- d. assign responsibilities with no authority but with accountability

11. What is involved in systems thinking?

- a. understanding the stagnant role of personnel in an organization
- b. understanding the independent role of the manager in an organization
- c. understanding how silos function in an organization
- \*d. understanding linkages and interactions in an organization

12. What is assigning a portion of an administrator's responsibilities to a subordinate known as?

- a. organizing
- b. planning
- \*c. delegation
- d. monitoring

13. What is controlling as an administrative function used for?

- a. allowing for subordinates to interact and set goals
- b. altering organization goals as needed
- c. aligning activities with goals and organizational structure
- \*d. setting performance standards while monitoring progress

14. What is the ability to motivate employees through written and verbal means known as?

- a. top-down management
- \*b. effective communication
- c. active listening
- d. paraphrasing

15. What is the ability of administrators to effectively control their workload during a workday known as?

- \*a. time management
- b. scheduling overload
- c. stress management
- d. paperwork flow

16. Who developed the identification of force field analysis in understanding change theory?

- a. Henri Fayol
- \*b. Kurt Lewin
- c. Daniel Goleman
- d. Peter Drucker

17. What belief brings about resistance to change?

- a. Change increases status and power.
- b. Change supports values and ideals.
- c. Change causes economic stability.
- \*d. Change is not necessary.

18. As an administrator, what is one of the most important elements in conducting an effective meeting?

- a. room size
- b. time of day
- \*c. developing an agenda
- d. having refreshments available

19. What is the benefit of using a continuous improvement model to affect change?

- a. It ignores past experiences.
- b. It can be done expeditiously.
- \*c. It is based on data-driven decision making.
- d. It provides the administrator with decision-making power.

20. Which successful program was designed to develop physical activity leaders in the school setting?

- a. PCSFN
- b. CDC
- c. CSPAP
- \*d. PAL