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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?

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*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?

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*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

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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?

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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

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