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| I understand that the contents of this examination are confidential. On my honor as a scholar and as a professional, I agree to maintain this confidentiality. I will not disclose the contents of this examination to any fellow student. I have not received any advance knowledge of the contents of this examination. I understand that failure to comply with this agreement may result in sanctions which may include a failing grade on this examination, a failing grade in this course, and expulsion from the athletic training program.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature of student  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date of examination |

Multiple choice. Select the ***BEST*** answer.

1. Steve is one of six assistant athletic trainers at a large state university. He has been in his position for two years. Four of the assistants have more seniority than he does. He wants to institute an AIDS education program for all student-athletes. Which of the following is most likely to help him gain approval for this program?
   1. personal power
   2. position power
   3. counterpower
   4. authority
   5. power
2. Steve went to a conference on AIDS education. He learned a great deal about both the disease and how to prevent it in athletic populations. After he returned from the conference, he organized an in-service for the other athletic trainers, the coaches, and the athletic administration. Which of the following elements is most likely to help Steve influence his colleagues to institute the AIDS education program?
   1. the zone of indifference of Steve’s colleagues
   2. the honeymoon effect
   3. Steve’s reputation as an expert
   4. the legitimacy of the request
   5. Steve’s ability to withhold critical information from his superiors
3. Steve’s request to fund and conduct the AIDS education program was denied. He got mad and started looking for another job. He was eventually hired as the head athletic trainer at a small college. Although he had many things to do to get ready for his first season at his new job, one of the first things he did was to establish his AIDS education program. Which management concept best describes Steve’s actions in establishing the program?

transactional leadership

* 1. transformational leadership
  2. organizational renewal
  3. power
  4. counterpower

1. Steve’s program was successful. He became known for his effectiveness as an athletic trainer. He was invited to speak before the local Rotary Club chapter. Which management role did Steve assume by accepting the speaking engagement?
   1. interpersonal role
   2. liaison role
   3. monitor role
   4. disseminator role
   5. figurehead role
2. One of the businesswomen at the Rotary meeting was so impressed with Steve and his program that she asked him if he would be willing to field-test some of her company’s AIDS education pamphlets and posters. Steve would be expected to use the materials with the student-athletes in the AIDS program. The company would conduct surveys to assess the effectiveness of the materials. Steve’s program would receive the materials free in addition to a $2500 payment to be used to improve the athletic training program. Which of the following management roles best describes Steve’s actions in this case?
   1. entrepreneur role
   2. decisional role
   3. disturbance handler role
   4. spokesperson role
   5. business role
3. Steve delegates the decision of how to spend the $2500 to his two assistants. Sheri wants to purchase a new ultrasound unit. Martin wants to start a fund from which educational materials like books, videos, and journal subscriptions can be purchased. Both Sheri and Martin are very firm in their positions, and a relationship that was cool to begin with is starting to turn ugly over this issue. If Steve didn’t care about preserving either of his subordinates’ feelings, which conflict management technique might he employ?
   1. negotiation
   2. competition
   3. organizational structure changes
   4. liaison persons
   5. compromise
4. If Steve is interested in achieving a high-quality decision on how to spend the $2500 while preserving the self-esteem of his assistants and improving the atmosphere in the athletic training room, which process should he facilitate?
   1. compromise
   2. collaboration
   3. negotiation
   4. accommodation
   5. cooperation by edict
5. With Steve’s help, Sheri and Martin eventually decided to recommend the purchase of a computer program that helps students master the concepts of ultrasound therapy. Steve thought that Sheri seemed a little less enthusiastic than Martin about the decision. Since he wanted her to “buy in” to the idea, he decided to assign her the task of scouting out the various ultrasound software products at the upcoming convention. After she found the best product, she was to place the order and arrange for installation on the athletic training room computer. Which of the following actions is most likely to result in successful implementation of the project?
   1. Steve should assign a date for completion, check for satisfactory progress, and insist on a report on the project completion date.
   2. Steve should be courteous and respectful when asking Sheri to take on the assignment.
   3. Steve should express his confidence in the project when assigning the project to Sheri.
   4. Steve should be open to Sheri’s suggestions on how to implement the project.
   5. Steve should explain his rationale for assigning the task to Sheri.
6. Steve’s experience with Sheri’s and Martin’s difficulty in working together caused him to change his management style. “In the future,” he decided, “I will just issue orders to my assistants rather than allowing them to try to work things out for themselves.” Which of the following management theories is best represented by Steve’s new way of thinking?
   1. Harrington Emerson’s “12 principles”
   2. Frederick Taylor’s “scientific management”
   3. Henry Fayol’s “unity of command”
   4. Kurt Lewin’s “Field Theory”
   5. Edwards Demings’s “Total Quality Management”
7. Which of the following methods should Steve employ to ensure that his orders are effectively communicated to and understood by Sheri and Martin?
   1. conference calls
   2. e-mail
   3. memos
   4. staff meetings
   5. telling Sheri and letting Sheri pass the information along to Martin

Short answer. Read the scenario and provide ***BRIEF BUT DESCRIPTIVE*** answers to the questions.

*After interviewing for a job in a large Texas high school, Jim, a certified athletic trainer with 17 years of experience, decided he would accept the offer. His primary reason for accepting the job was that he was burned out on NCAA Division I athletics. He thought that the high school position would still give him the contact that he enjoyed with athletes, but without all of the headaches of running a major university sports medicine program.*

*Jim arrived in Texas in June. He wanted to have plenty of time to organize his new program before the athletes came back in August. During the first week on the job, Jim began to realize that there were a few questions he should have asked during his interview. One of the things that Jim learned was that even though the sports medicine program had an adequate budget, Jim was not allowed to order any equipment or supplies without the written permission of his athletic director. When Jim presented a list of supplies to be purchased for the next year, the AD approved only half the items. In addition, the AD told Jim that he would have to purchase the items from the local sporting goods dealer. Jim complained that he needed all of the items on the list and that if he purchased everything from the local vendor, the school would end up spending the sports medicine budget before Christmas.*

*Another problem that Jim faced during the first few weeks concerned his proposal for a drug and alcohol education program for student-athletes. Jim wanted to involve all the coaches and team captains in a preliminary workshop and then develop programs for individual teams. When he presented his plan, the AD smiled and said, “That kind of thing has been tried before, and it didn’t work then. I don’t see why it would work now. Besides, we don’t have any serious problems like that in our school.”*

*When the athletes arrived in August, Jim quickly gained a reputation among the students as a caring and competent athletic trainer. Injured athletes came to know him as someone who would take good care of them and who could help them return to action as soon as possible. The fall sports coaches also appreciated Jim’s talents and expertise. They were thankful for the way he communicated with them and the hard work he undertook to help keep their teams healthy.*

1. In what ways did the honeymoon effect work for Jim in his new job? In what ways didn’t it work?
2. Which of Jim’s early leadership actions were transactional? Which were transformational?
3. Which management roles did Jim assume during his first few months on the job? Which were most important in helping him establish preliminary relationships with the various groups at his new school?
4. Jim is obviously having trouble working with his new athletic director. Which conflict management strategies should he consider in attempting to work out his differences? Given the personality style of the AD, what are some likely outcomes of Jim’s conflict management attempts?
5. If you were in Jim’s position, would you have handled anything differently? What alternative actions would you have taken?