Test Bank
to accompany

The Principal
Creative Leadership for Excellence in Schools
Seventh Edition

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Chapter 1
The Principal

1. The major variable that distinguishes single- loop from double-loop learning is _____.
    a. academic excellence
    b. inquiry
    c. professional learning community

2. Double-loop learning is _____.
    a. dynamic
    b. stabilizing
    c. predictable

3. Transformational leaders are educative, ethical, transformational and _____.
    a. custodial
    b. critical
    c. conforming

4. Leaders are considered to be _____when their espoused values and personal behavior is consistent.
    a. efficient
    b. incongruent
    c. credible

5. The two variables in social systems theory that continually interact are the personal dimension and the _____dimension.
    a. economic
    b. instructional
    c. institution

6. _____ is *not* a characteristic of a tightly coupled organization.
    a. clear rules and expectations
    b. careful monitoring
    c. participatory decision making
    d. corrective feedback

7. Match the following phase of consciousness to the appropriate descriptor:
    _____individuality   a. phase one
    _____community   b. phase two
    _____survival   c. phase three
    _____social interaction   d. phase four

8. Match an organizational metaphor to a term that best represents its characteristics:
    _____machines   a. community
    _____ brains   b. individuality
    _____organism   c. survival

9. First-order change, as defined by Bass, is most consistent with_____.
    a. transformational leadership
    b. transactional leadership
    c. systemic leadership.

10. Educative leaders are most concerned with the school's values, purpose, history and _____.
    a. income distribution
    b. achievement distribution
    c. power distribution

11. Transformational leaders exhibit all of the following except:
    a. Collaboration,
    b. The delegation of power,
    c. Focus on tightly coupled objectives, curriculum, and teaching strategies,
    d. d. Teacher is seen as a professional

12. Which was found to be the key ingredient among executives in highly successful organizations?
    a. creative scheduling
    b. communication
    c. compelling vision
    d. technology

13. What is a school improvement plan designed for?
    a. To be a framework for all that happens in a school setting
    b. To make the state people happy.
    c. To represent NCLB data
    d. To show change from year to year

14. Which role of a principal is not as likely to be utilized by a transactional leader?
    a. Manager
    b. Instructional leader
    c. Supervisor
    d. Financial planner

15. Which of the following does NOT describe a transformational leader?
    a. engages with followers but from higher levels of morality and are involved in the creation of new social realities
    b. controls their organizations through manipulation of power designed to make individuals perform and feel good performing as managers
    c. foster a broadening of subordinates' needs and wants and encourage commitment to organizational goals
    d. delegate and surrender power over people and events in order to achieve power over accomplishments and goal achievements

16. When looking to understand how values shape perspective, Hall has established four phases of consciousness. In order to move from one phase to another, Hall believes that a leader must become aware of that stage by doing which of the following:
    a. Having a human need that the leader desires to satisfy within the phase.
    b. Being able to survive the previous phase.
    c. Being able to be an individual.
    d. By looking at the current situation and feeling that the previously established norms are working correctly.

Chapter 2
The Learning Community

1. The _____dimension of a group is concerned with intellectual and social development of the individual within the group setting.
    a. sociological
    b. physiological
    c. psychological

2. The foundations of group development are interaction, purpose, and _____.
    a. independence
    b. interdependence
    c. dependence

3. The process of increasing one's own influence over life's circumstances and decisions is known as _____.
    a. reliance
    b. self-ego
    c. empowerment

4. The leadership skill considered most closely aligned with leadership excellence is
    a. human
    b. symbolic
    c. cultural

5. The three theories considered most supportive of personal empowerment are the theories of values, needs, and _____.
    a. thinking
    b. ego-development
    c. individuality

6. The mutual influence afforded to individuals and groups in a community is known as_____.
    a. reciprocity
    b. retroactivity
    c. rationality

7. A connection between all aspects of the organization is _____theory.
    a. singular
    b. systems
    c. connectivity

8. A climate of inquiry within learning communities results in _____.
    a. unanimity
    b. equilibrium
    c. challenge of mental models

9. The ultimate goal in team learning is to maximize _____.
    a. discussion
    b. agreement
    c. dialogue

10. Personal mastery is most closely aligned to Sergiovanni's concept of _____
    a. technical competence
    b. interpersonal skill
    c. symbolic leadership

11. Sergiovanni believes all of the following except:
    a. Deemphasizing top down hierarchies
    b. Substitutes for leadership
    c. Transactional leadership
    d. Learning communities

12. Hoopla can best be described as
    a. celebrating success
    b. time wasted
    c. data analysis
    d. values and beliefs

13. Sergiovanni discusses the use of substitutes for leadership. What is NOT needed for these substitutes of leadership to be effective?
    a. Personal expertise of the teachers
    b. Collaboration between teachers
    c. Common values and beliefs
    d. Traditional power structure

14. Which of these is NOT an assumption that guides the principal?
    a. The leaders tends to know the problems best as they see everything that occurs in the organization..
    b. The face-to-face work group is the best unit for diagnosis and change.
    c. People will work hard to achieve objectives and goals they have helped develop.
    d. Initiative and creativity are widely distributed in the population.

15. At a school assembly, the principal tells a story of past glories to reinforce a tradition. This is an example of
    a. Educational forces
    b. Symbolic forces
    c. Human forces
    d. Cultural forces

16. Which of the following is not a condition or characteristic of a high performance organization as defined by Marshall?
    a. Must be concerned with outcome based learning.
    b. High standards of education, social development, and health are achieved by all learners.
    c. Instructional decisions are based on individual learner needs.
    d. Learning resources are planned by teachers only without iput of other stakeholders.