NINTH EDITION

ORGANIZATIONAL BEHAVIOR IN EDUCATION

ADAPTIVE LEADERSHIP AND SCHOOL REFORM
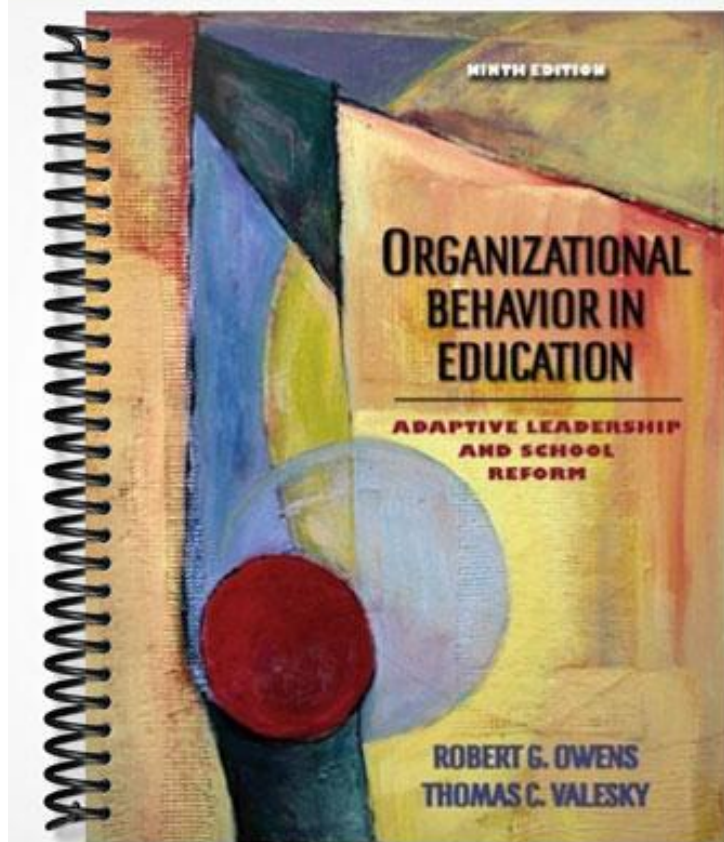
ROBERT G. OWENS

THOMAS C. VALESKY

Test Bank

for

Owens and Valesky

Organizational Behavior in Education
Adaptive Leadership and School Reform

Ninth Edition

prepared by

Thomas Valesky
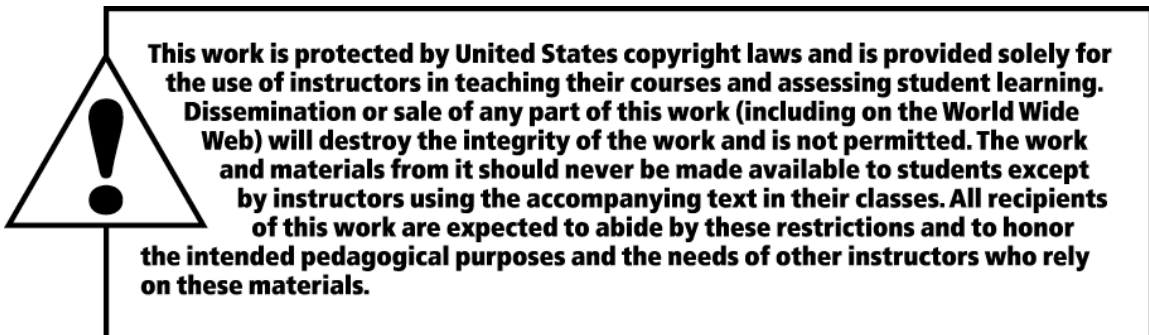Florida Gulf Coast University

Contents

Chapter 1

Multiple Choice:

1.1 Modernism or structuralism as used in this book is best described as
      a.   using metanarratives to describe the culture of organizations.
      b.   using the scientific method to discover truths and to think about the world.
      c.   using the most current thinking in the field to identify truths and to think about the world.
      d.   using qualitative research methods to describe the culture of organizations.
      Answer: b.

1.2 According to our textbook, postmodernism or poststructuralism became popular in the field of education
      a.   because modernism was not always sufficiently taught well enough in colleges of education.
      b.   because newer methods of inquiry were too prescribed to accurately describe organizational behavior.
      c.   because modernistic methods provided inaccurate measures of student achievement and learning.
      d.   because of a disjunction between publicly espoused values and what we do in schools.
      Answer: d

1.3 Which of the following is a term (or terms) used to describe a set of beliefs and values that are generally accepted?
      a.   paradigm
      b.   scientific revolution
      c.   behaviorism
      d.   organizational behavior
      Answer: a

1.4 The person closely associated with recognizing that science is characterized by tranquil periods or "normal science" followed by periods of turmoil which sometimes becomes a scientific revolution is
      a.   B.F. Skinner.
      b.   Benjamin Bloom.
      c.   Thomas S. Kuhn.
      d.   Kurt Lewin.
      Answer: c

1.5 Choose the best example of an educational application based on behavioral psychology principles.

   a.   Providing students with options to demonstrate their learning such as traditional paper and pencil tests, and drawing or other artistic expressions.
   b.   Giving students stars on a chart for appropriate behavior.
   c.   Providing students with collaborative learning opportunities.
   d.   Both a and c above.
   Answer: b

1.6 Choose the best example of an educational application based on cognitive psychology principles.

   a.   Providing students with options to demonstrate their learning such as traditional paper and pencil tests, and drawing or other artistic expressions.
   b.   Giving students stars on a chart for appropriate behavior.
   c.   Providing students with collaborative learning opportunities.
   d.   Both a and b above.
   Answer: a

1.7 Choose the best example of an educational application based on social psychology principles.

   a.   Providing students with options to demonstrate their learning such as traditional paper and pencil tests, and drawing or other artistic expressions.
   b.   Giving students stars on a chart for appropriate behavior.
   c.   Providing students with collaborative learning opportunities.
   d.   Both b and c above.
   Answer: c

1.8 The person credited with providing us with the theory behind the expression $B = f(p \cdot e)$ is

   a.   B.F. Skinner.
   b.   Benjamin Bloom.
   c.   Thomas S. Kuhn.
   d.   Kurt Lewin.
   Answer: d

1.9 One of the main reasons that the Tennessee Student-Teacher Achievement Ratio (STAR) met the "gold standard" for education research was because

   a.   it used a large, diverse sample that was tracked longitudinally.
   b.   it randomly assigned students to classes.
   c.   it found that some variables were not significant.
   d.   both a and b are correct.
   Answer: d

1.10 Postmodernism or poststructuralism is more closely associated with _____ research methods and has a focus on _____.

      a.   quantitative; student achievement
      b.   qualitative; student achievement
      c.   quantitative; participants' perceptions
      d.   qualitative; participants' perceptions
      Answer: d

Short Answers:

1.11 Define the expression B = f(p · e).
      Answer: Behavior is a function of the interaction between the person and the environment.

1.12 Provide an application of how an educational leader can use the expression B = f(p · e). In your response, describe over which part of this expression the leader has most control, and give one a specific application.
      Answer: The leader can control the "e" or the environment. (In addition, a response that includes a description of a leader's control over the culture and climate of an organization is acceptable, or an example of what a leader might do to affect either culture or climate.)

1.13 Describe the Japanese principle of *kaizen*.
      Answer: The never-ending process of change that involves small incremental steps to improve the organization.

1.14 Identify one of the concepts that makes a research study achieve "gold standard" quality.
      Answer: 1) the use of a control group; or 2) control of variables that might compromise the research.

1.15 How can a school leader apply one or more of the results of the Tennessee STAR study? Give one specific application.
      Answer: Any response that correctly uses one of the main finding:
- *small classes (<18) improved student achievement and grade retention;*
- *low SES students gained more than high SES students;*
- *large classes with aides were no better than large classes with no aides.*

      Examples:
- *A principal could insure that teachers used small group instruction to remediate student reading problems, particularly for low SES students.*
- *Leaders could redesign the school organization to eliminate aides over time and use the saving to hire regular teachers to reduce class size.*

1.16 List one of the criticisms from state and professional education associations of NCLB.
>*Answer: One of the follow type responses is acceptable:*
>   1. *Over reliance on high stakes testing.*
>   2. *Mandates in NCLB that are not federally funded.*

1.17 In a few sentences, defend the textbook authors' use of the metaphors of "coaching" as a leadership concept and a "game plan" for developing your personal theory of practice.
>*Answer: A coach observes, assesses weaknesses, and then offers guidance for improvement. Just as a coach develops a "game plan" before entering into competition, a leader should develop a "game plan" about how to interact with people and engage them in the vision of the school. The game plan is a theory of practice about how to lead the school to achieve the vision.*

Essay:

1.18 Analyze the movement and thinking that promoted the *No Child Left Behind (NCLB)* reauthorization of the *Elementary and Secondary Education Act.* In your analysis, include each of the following:
>a.   Give at least two of the main goals of NCLB.
>b.   Describe NCLB in terms of modernism and postmodernism.
>c.   Is NCLB a paradigm shift or not?

1.19 Describe the ISLLC standards by explaining their purpose and discussing why they are important nationally and important to you as a student. In your response, tell how many standards exist, and in general, identify the leadership concepts contained in each. In addition, your response should propose a plan for the use of these standards for students who are studying to be school leaders.