Multiple choice. Select the BEST answer and then in the space provided, briefly explain why you chose the answer that you did.

1. Garth is an athletic trainer who works in a sports medicine clinic owned by a huge national health care company. He frequently becomes frustrated because of the many rules and regulations imposed by the parent company that seem to interfere with patient care. Although he enjoys his work, he feels constrained by company policy, which won't let him conduct initial patient evaluations or develop treatment plans. Which of the following terms most accurately describes the organizational culture of the clinic that employs Garth?
   a. personalistic
   b. consensual
   c. collegial
   d. formalistic
   e. participatory

2. What is the primary advantage of the organizational culture of the company Garth works for?
   a. Responsibility for decision making is well defined.
   b. Formal authority is shared among the employees.
   c. Employees usually agree with decisions because consensus is typically developed.
   d. Each employee is empowered to make his or her own decisions.
   e. None of the above.

3. Garth and the other five athletic trainers report to the coordinator of outreach services. The clinic's seven physical therapists report to the coordinator of physical therapy. Each of the coordinators reports to the clinic director. Which of the following terms best describes the type of organization structure at Garth's clinic?
   a. division by service
   b. flat
   c. matrix
   d. division by function
   e. hierarchical

4. Which of the following is the primary disadvantage of the organizational structure in place in Garth's clinic?
   a. Conflicts over program priorities and staff responsibilities are likely to exist.
   b. Little emphasis on sharing ideas and teamwork is likely to exist.
   c. High levels of interpersonal communication skill are required in order for the organization to operate effectively.
   d. Professional staff competency is likely to decline due to compartmentalization of duties.
   e. Power struggles are likely to develop.
5. The coordinator of outreach services has resigned. Garth thinks he wants to apply for the position. Which of the following documents will inform him best about the qualifications and responsibilities of the job?
   a. job description
   b. position description
   c. job specification
   d. position vacancy notice
   e. person specification

6. Garth applies for and receives an interview for the position. The clinic director asks him each of the following four questions. Which are inappropriate?
   I. "I haven't had much opportunity to work with you, Garth. Describe your management style for me."
   II. "Tell me a little about yourself. Where did you grow up? Do you have a wife and children? What do you do in your leisure time?"
   III. "Why do you want this position? It's going to require a lot more time than your present job, and this may take you away from your family."
   IV. "How would you handle a situation in which one of your athletic trainers entered into a romantic relationship with a patient?"
   a. I and IV only
   b. II only
   c. II and III only
   d. III only
   e. IV only

7. After the interview, Garth and two other co-workers who also interviewed for the job get together over lunch. The conversation naturally came around to the questions each was asked during the interview. Garth discovered that each candidate was asked different questions. Is this a problem?
   a. Yes. Hiring procedures should be standardized to improve validity.
   c. No. Hiring procedures should be standardized to reduce bias.
   d. No. Different candidates have different strengths, and differential questioning helps define these strengths.
   e. No. Employers are free to ask any questions as long as they aren't intended to discriminate.

8. Garth gets the job. One of his first priorities is to help the athletic trainers under his supervision improve their patient care skills. To do this, he feels he will have to involve all the athletic trainers in evaluating their skills and then give them detailed feedback on their level of improvement. He is concerned, however, because he knows that the clinic director will hold him personally accountable for the performance of each of the athletic trainers. Which of the following supervisory models is most appropriate given Garth's goals and the organizational culture of the clinic?
   a. production
   b. clinical
   c. developmental
   d. inspection
   e. a combination of all of the above
9. One of the things that Garth disliked about the previous coordinator of outreach services was that he never evaluated the performance of the athletic trainers. Annual pay increases didn't seem to bear any relationship to the actual accomplishments of each individual athletic trainer. Garth was determined to do something about this. Which of the following actions is the most appropriate first step?
   a. set up a peer evaluation system whereby each of the athletic trainers is asked to evaluate everyone else
   b. ask each athletic trainer to do a self-evaluation
   c. propose a merit pay system to the clinic director
   d. develop a position description for each athletic trainer
   e. develop an evaluation instrument

10. Garth eventually decides to implement a performance evaluation system based on behaviorally anchored rating scales. Given the environment he works in and the kinds of employees he supervises, why is this a good choice?
   a. The athletic trainers will appreciate being evaluated on what they actually do rather than on their personality characteristics.
   b. The clinic director will appreciate the low cost and simplicity of the evaluation system.
   c. The athletic trainers will appreciate the opportunity to provide input into the standards by which they will be evaluated.
   d. The detailed description provided by the evaluation tool will help Garth make comparisons among the athletic trainers he supervises.
   e. None of the above accurately reflects the most important benefits of this system.

11. Which of the following drawbacks of this evaluation system is most likely to cause problems for Garth?
   a. Garth's evaluation is likely to be based on subjective opinions.
   b. The athletic trainers are unlikely to cooperate with each other since the evaluation system creates competition among them.
   c. The system will be time consuming to develop.
   d. The athletic trainers may be unhappy since the elements of the instrument may not be related to their job responsibilities.
   e. Athletic trainer shortcomings are more likely to be emphasized over accomplishments.

12. Garth solicits a letter of recommendation from the outgoing coordinator of outreach services in support of his application. Garth receives a two-page letter that describes his enthusiasm, warmth, compassion, dedication, self-motivation, and loyalty. How useful is this letter likely to be in helping the clinic director evaluate Garth's application?
   a. Not very useful. Warmth and compassion will make it difficult for Garth to make "tough" decisions.
   b. Not very useful. Personality traits often do not reflect the quality of the person's work.
   c. Useful. Personality traits like those listed in the letter are valid indicators of workplace success.
   d. Useful. These qualities are consistent with the values and mission of the company
   e. Useful. The clinic director is likely to want someone with these qualities.

13. Barb Grabowski is the facility manager at Total Sports Rehab, a wholly owned subsidiary of Healthy Nation, Inc., a large health care company that owns hospitals, rehab centers, and HMOs. Barb received a memo from corporate headquarters informing her that all Healthy
Nation subsidiaries would be shifting from a spending-ceiling model to a zero-based budgeting system. What are the likely advantages for Total Sports Rehab under this scenario?

a. better chance of receiving the funds needed for actual program expenses
b. better chance of keeping up with inflation
c. better chance of meeting monthly payroll and income requirements
d. better chance of matching expenses with expenditures
e. better chance of incorporating the budget with the strategic plan

14. After carefully analyzing the clinic's needs for the next year, Barb constructed a detailed report justifying each anticipated expense. She submitted it, along with the following line-item budget, to Healthy Nation's financial officer.

<table>
<thead>
<tr>
<th>Object Code</th>
<th>Account Description</th>
<th>03-04 Expense</th>
<th>04-05 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>2180</td>
<td>Payroll</td>
<td>$450,000</td>
<td>$475,000</td>
</tr>
<tr>
<td>2198</td>
<td>Supplies</td>
<td>$30,000</td>
<td>$30,900</td>
</tr>
<tr>
<td>2199</td>
<td>Debt on Building</td>
<td>$24,000</td>
<td>$23,050</td>
</tr>
<tr>
<td>3126</td>
<td>Utilities</td>
<td>$3,000</td>
<td>$3,100</td>
</tr>
<tr>
<td>3452</td>
<td>Staff Development</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

Assuming that the rate of inflation is 3%, which of the requests above is excessive given the information you have?

a. Supplies only
b. Payroll only
c. Utilities only
d. Payroll and Supplies
e. Supplies and Utilities

15. If patient load increases by 10% over 03-04 levels, which of the following accounts is most likely to be underfunded?

a. Supplies only
b. Staff Development only
c. Payroll only
d. Supplies and Payroll
e. Staff Development and Supplies

16. Healthy Nation's financial officer told Barb that he would approve Total Sports Rehab's payroll request for 00-01. He insisted, however, that she make up the difference between the requested amount and the 99-00 expense plus inflation from other line items. Which area would be the easiest to cut in order to offset the increased expense in payroll?

a. Supplies only
b. Utilities only
c. Utilities and Staff Development
d. Staff Development and Supplies
e. Debt on Building and Utilities

17. Total Sports Rehab's financial accounts are maintained on a computer system linked directly to Healthy Nation's corporate headquarters. Every month the corporate office sends Barb a computer printout of expenditures and income. Which of the following is the best method for ensuring that the reports that Barb receives are an accurate reflection of Total Sports Rehab's
actual financial health?
   a. request a yearly audit
   b. arrange for independent tax preparation
   c. keep in-house records of expenses and income
   d. monthly conference calls with Healthy Nation's financial officer
   e. visit the corporate office every six months

18. Barb's Cybex is 20 years old and in desperate need of replacement. She is trying to decide whether to purchase or lease a new Cybex. Which of the following represents the greatest advantage for Total Sports Rehab if they lease a new Cybex as opposed to purchasing one?
   a. Initial cost would be lower.
   b. Overall cost would be lower.
   c. The company wouldn't own it.
   d. The interest rate would be lower than that for a traditional loan from the bank.
   e. All of the above are equally advantageous.

19. Which step should Barb take after receiving permission from Healthy Nation to investigate the purchase a new Cybex?
   a. She should send out a purchase order.
   b. She should notify Healthy Nation's accounts payable clerk.
   c. She should send out a request for quotation to Cybex.
   d. She should negotiate a service contract with Cybex.
   e. She should submit a requisition to Healthy Nation.

20. Barb and Cybex come to an agreement, and a purchase order is issued. In order to protect Total Sports Rehab from having to bear the expense of any damages to the new Cybex during shipping, which of the following conditions should Barb insist on?
   a. specify Healthy Nation as the f.o.b. point
   b. specify the shipping company as the f.o.b. point
   c. specify Cybex corporate headquarters as the f.o.b. point
   d. specify Total Sports Rehab as the f.o.b. point
   e. equal protection with any of the above

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

_The new manager of the Wellness Center, a physician-owned sports medicine and rehabilitation clinic, instituted a policy requiring all supervisors to evaluate their employees and make recommendations for salary increases. This new program was an attempt to implement a merit pay system into the center's operations. In the past, everyone had received an "across-the-board" increase without regard to how he or she had performed during the past year._

_Sandra Hotchkiss was the supervisor for the center's six certified athletic trainers. Upon receipt of the memo mandating the new policy, Sandra decided that she would simply write a narrative describing each of the athletic trainers. She felt that such a narrative would be a useful guide to the new manager in awarding pay increases since it would provide her with in-depth analysis of the strengths and weaknesses of each athletic trainer. The following are examples of the evaluations Sandra submitted:_

_Brian Robinson_

Brian Robinson is one of the best athletic trainers employed by the center. He is thoughtful, works
well with the patients, has a cheerful personality, and gets along great with the staff. Brian has received positive feedback from the athletic director at South High School, where he is assigned during the fall and spring seasons. The athletes and parents seem to like him, and there haven't been any problems that I am aware of, although I have only been out there a couple of times. My recommendation is that Brian be given a salary increase of 5%.

Juan Diaz
Although I think that Juan is basically a pretty good athletic trainer, there have been several problems over the past year. Juan just seemed to be in the middle of a couple of controversies at Martin Luther King High. I know that King is an inner-city school and that Juan has a lot of tough problems to overcome down there, but I just wish he could deal more effectively with them so we wouldn't have to spend time on them at the center. Juan hasn't been very effective in getting many referrals to the center from his high school. As I mentioned earlier, although I think Juan does a good job as an athletic trainer, I can't recommend anything higher than a 3% increase for him this year.

Sandra was surprised three weeks later when, on the day after the salary increases were announced, Juan stormed into her office and informed her that he was going to sue both her and the center for discrimination based on negligent evaluation.

13. What were the strengths and weaknesses of the performance evaluation system initiated by Sandra Hotchkiss?

14. How could the center's new manager have approached the problem in a more constructive and effective manner? How would this have affected Sandra? How would it have affected Brian, Juan, and the other athletic trainers?

15. Describe the performance evaluation system you would have implemented if you had been in Sandra's position. What concerns, if any, would you express to the new manager regarding the new policy?