

CHAPTER 1 : MANAGEMENT, SUPERVISION AND LEADERSHIP

TRUE/FALSE

1. No one management style is more apt than another to achieve the agency's mission.
a. True
b. False

ANS: T PTS: 1

2. Peter Smith and W. Edwards Deming had a great influence on approaches to management in policing.
a. True
b. False

ANS: F PTS: 1

3. Some well-meaning supervisors mistake micromanaging for mentoring.
a. True
b. False

ANS: T PTS: 1

4. In the 21st century, most people enjoy being managed.
a. True
b. False

ANS: F PTS: 1

5. A leader in the purest sense influences others by example.
a. True
b. False

ANS: T PTS: 1

6. The oldest form of leadership is transformational leadership.
a. True
b. False

ANS: F PTS: 1

7. Leadership styles include autocratic; consultative, democratic or participative; and laissez-faire.
a. True
b. False

ANS: T PTS: 1

8. Consultative, democratic, or participative leadership has been evolving since the 1980s.
a. True
b. False

ANS: F PTS: 1

9. Emergency situations rarely permit the opportunity for democratic or participatory decision making.
a. True
b. False

ANS: T PTS: 1

10. Leadership comes with the job of being a law enforcement officer, regardless of rank.
a. True
b. False

ANS: T PTS: 1

11. Common management/leadership errors include micromanaging and defending decisions.
a. True
b. False

ANS: F PTS: 1

12. Indecisiveness may result from preoccupation.
a. True
b. False

ANS: T PTS: 1

13. "Change is not merely necessary to life. It is life."
a. True
b. False

ANS: T PTS: 1

14. To manage means to control and direct, to administer, to take charge of.
a. True
b. False

ANS: T PTS: 1

15. Authority is the power to enforce laws, exact obedience, and command and should be demanded by all officers.
a. True
b. False

ANS: F PTS: 1

MULTIPLE CHOICE

16. The process of combining resources to accomplish organizational goals is known as _____.
a. supervision
b. management
c. management by objectives
d. direction

ANS: B PTS: 1

17. According to your text, all are key elements in an organization *except* _____.
- a. authority
 - b. responsibility
 - c. management
 - d. delegation

ANS: C PTS: 1

18. When managers use manipulation to coerce employees to do something, they are using _____.
- a. delegation
 - b. horse management
 - c. seagull management
 - d. total quality management

ANS: C PTS: 1

19. Although some view this as “passing the buck,” it truly is not.
- a. delegation
 - b. TQM
 - c. management by objectives
 - d. none of the other choices

ANS: A PTS: 1

20. With the excitement and pride of promotion often comes an instinctive tinge of _____.
- a. the unknown
 - b. fear of failing
 - c. self-doubt
 - d. fear of losing touch with subordinates

ANS: C PTS: 1

21. The traditional approach to management style is the _____.
- a. four-system approach theory
 - b. theory x and theory y theory
 - c. mature employee theory
 - d. managerial/leadership theory

ANS: A PTS: 1

22. According to Drucker, all are valid management statements for productivity *except* _____.
- a. “Efficiency is doing better what is already being done.”
 - b. “There is nothing so useless as doing efficiently that which should not be done at all.”
 - c. “Today knowledge has power. It controls access to opportunity and advancement.”
 - d. all are Drucker’s valid statements

ANS: C PTS: 1

23. The watchword of TQM is _____.
- a. management
 - b. zero defects
 - c. minimal defects
 - d. none of the other choices

ANS: B PTS: 1

24. Oversupervising, providing oversight with excessive control and attention to details better left to the operational personnel is known as _____.
- a. TQM
 - b. Wallenda effect
 - c. delegating
 - d. micromanaging

ANS: D PTS: 1

25. Working with and through individuals and groups to accomplish organizational goals is known as _____.
- a. management
 - b. TQM
 - c. leadership
 - d. micromanaging

ANS: C PTS: 1

26. Leaders are all of the following *except* _____.
- a. dictator
 - b. motivator
 - c. coach
 - d. mentor

ANS: A PTS: 1

27. If a supervisor specifies that initially workers need support and direction, and as they become more task-ready, they need less direction and more support, to the point where even support can be reduced, the supervisor is said to be using what style of leadership?
- a. delegation
 - b. reduced supervision
 - c. micromanaging
 - d. situational

ANS: D PTS: 1

28. According to your text, which is the newest form of leadership?
- a. TQM
 - b. management by objectives
 - c. transformational
 - d. situational

ANS: C PTS: 1

29. This management model divides jobs into highly specialized tasks where employees can become experts in their task.
- a. TQM
 - b. management by objectives
 - c. situational
 - d. mechanistic

ANS: D PTS: 1

30. Basic management skills include _____.
- a. technical, administrative, writing, and drawing skills
 - b. conceptual and drawing skills

- c. technical, administrative, conceptual, and people skills
- d. people, administrative, and coercion skills

ANS: C PTS: 1

COMPLETION

31. Most successful managers are consistently _____ and have a consistently positive attitude.

ANS: self-confident

PTS: 1

32. A lack of self-confidence can lead to failure and other dire consequences, a situation sometimes referred to as the _____.

ANS: Wallenda effect

PTS: 1

33. It has been said that it is not aptitude but _____ that determines your altitude.

ANS: attitude

PTS: 1

34. _____ involves managers and subordinates setting goals and objectives together and then tracking performance to ensure that the objectives are met.

ANS:
Management by objectives
MBO

PTS: 1

35. _____ is over supervising, providing oversight with excessive control and attention to details better left to the operational personnel.

ANS: Micromanaging

PTS: 1

36. _____ looks at the leader's behavior in assigning tasks.

ANS: Initiating structure

PTS: 1

37. _____ specifies that initially workers need support and direction. As they become more task-ready, they need less direction and more support, up to the point where even support can be reduced.

ANS: Situational leadership

PTS: 1

38. _____ is most frequently mentioned in connection with the past. Many early leaders inherited their positions. They were members of the aristocracy, and through the centuries positions of leadership were passed down to family members.

ANS: Autocratic leadership

PTS: 1

39. _____ leadership implies nonintervention and is almost a contradiction in terms.

ANS: Laissez-faire

PTS: 1

40. The trend in the 21st century is to not tie leadership to rank, but rather to instill leadership qualities through the department, referred to as _____.

ANS: dispersed leadership

PTS: 1

MATCHING

Match each statement to the item listed below.

- | | |
|-----------------------|-----------------------------------|
| a. management | d. Wallenda effect |
| b. supervision | e. management by objectives (MBO) |
| c. seagull management | f. total quality management |

41. involves managers and subordinates setting goals and objectives together
42. the negative consequences of fear of failure
43. overseeing the actual work being done
44. Deming's theory that managers should create constancy of purpose for improvement of product and service
45. the process of combining resources to accomplish organizational goals
46. when the manager hears something's wrong, flies in, makes a lot of noise, craps on everybody and flies away

- | | |
|------------|--------|
| 41. ANS: E | PTS: 1 |
| 42. ANS: D | PTS: 1 |
| 43. ANS: B | PTS: 1 |
| 44. ANS: F | PTS: 1 |
| 45. ANS: A | PTS: 1 |
| 46. ANS: C | PTS: 1 |

ESSAY

47. Discuss how delegating is an important part of being a leader, and how if overused delegating can hinder the individual as an effective leader.

ANS:

Answer Varies.

PTS: 1

48. Discuss the four theories about management styles and apply each to a situation a law enforcement supervisor may encounter.

ANS:

Answer Varies.

PTS: 1

49. Examine how management styles from the business world can assist law enforcement supervisors and discuss how they can also hinder law enforcement managers.

ANS:

Answer Varies.

PTS: 1

50. What is micromanaging? Discuss in detail how this approach can have negative effects on a manager.

ANS:

Answer Varies.

PTS: 1

51. Describe the personal characteristics of successful managers and how these affect their ability to manage.

ANS:

Answer Varies.

PTS: 1