

TEST BANK

Chapter 1 Dynamics of Management: Managers and Organizational Behavior

1.1 True/False Questions

- 1) Management is a continuing process that involves activities focusing on the identification, refinement, and attainment of objectives by the effective application of resources.
Answer: TRUE
- 2) The primary function of all managers is to command and control their officers.
Answer: FALSE
- 3) Senior police department administrators function at the technical and operational level of the organization.
Answer: FALSE
- 4) Middle managers are responsible for the translation of departmental goals into the day-to-day tasks of operational units.
Answer: TRUE
- 5) Staff managers assist and advise line managers in the accomplishment of organizational goals and objectives.
Answer: TRUE
- 6) Human skills help managers take a systems view of their department's mission and goals.
Answer: FALSE
- 7) As an individual moves up in the hierarchy of a police department, conceptual skills become more important than technical skills.
Answer: TRUE
- 8) All police organizations expect managers to act and make decisions on their behalf.
Answer: TRUE
- 9) CompStat is a management system developed during the professional reform movement of the early 20th century.
Answer: FALSE
- 10) If police managers are to be effective, they must pay increasing attention to the interpersonal aspects of the managerial role.
Answer: TRUE

1.2 Multiple Choice Questions

- 1) Police chief executives and their management teams provide organizational direction by all of the following methods EXCEPT _____.
A) development of mission, vision, goals, and objectives
B) creation of strategic, operational, procedural, tactical, and budgetary plans
C) controlling and assessing departmental activities
D) providing special assignments and favors for political supporters
Answer: D

2) Managers will enhance their effectiveness at achieving organizational objectives by _____.

- A) increasing the size of their departments
- B) maintaining strict discipline when managing the officers
- C) understanding the impact of human behavior in the work setting
- D) providing as little direction as possible

Answer: C

3) Management is all of the following EXCEPT _____.

- A) continuing process
- B) focused on attainment of objectives
- C) effective application of resources
- D) focused on command, control, and discipline of workers

Answer: D

4) The four primary functions of management include all of the following EXCEPT _____.

- A) planning
- B) organizing
- C) managing
- D) controlling

Answer: C

5) The control function involves _____.

- A) developing plans
- B) monitoring performance activities
- C) influencing community leaders
- D) task analysis

Answer: B

6) The managerial functions are influenced by _____.

- A) changing environmental demands
- B) managerial knowledge and competence
- C) nature and type of activity
- D) all of the above

Answer: D

7) What level of management is concerned with strategically how the goals and objectives interrelate with the needs of government and community?

- A) executive level
- B) middle management level
- C) supervisory level
- D) operational level

Answer: A

8) One of the more demanding requirements is that police chief executives _____.

- A) supervise the day-to-day department activities
- B) interpret policy and procedures
- C) prepare the department to meet present and future needs
- D) accomplish short term goals

Answer: C

9) Police managers who function as police trainers are _____.

- A) line managers
- B) staff managers
- C) tactical managers
- D) temporary managers

Answer: B

10) Effective organizations are characterized by a _____.

- A) threatening environment
- B) blending of line and staff managers
- C) positive working environment
- D) centralized command and control system

Answer: C

11) Skills that are based on craft experience, training, knowledge, operational procedures, laws, and techniques of policing are known as _____.

- A) human skills
- B) technical skills
- C) conceptual skills
- D) tactical skills

Answer: B

12) Supervisory managers will find that _____ are exceedingly important and will dominate their working environment.

- A) human skills
- B) planning skills
- C) conceptual skills
- D) technical skills

Answer: A

13) Police managers often find that they are caught between the conflicting expectations of the _____.

- A) technical and conceptual
- B) executives and middle managers
- C) organization and its police employees
- D) union and managers

Answer: C

14) The characteristics of an effective organization include all of the following EXCEPT _____.

- A) people work at their full potential
- B) skill at creating, acquiring, and transferring knowledge
- C) organizational direction is created by the middle managers
- D) behavior is modified to reflect new knowledge and insights

Answer: C

15) The characteristics of the CompStat process involve all of the following EXCEPT _____.

- A) identification and focus on emerging crime trends
- B) the use of operational resources to control crime

- C) maximizing every asset of the organization and each employee
- D) strategy used to control management and employees

Answer: D

16) CompStat requires that all police commanders be accountable for _____.

- A) rule development
- B) the quality of their efforts toward crime reduction
- C) employee discipline
- D) operational training

Answer: B

17) In the CompStat process creative problem solving takes place and is acted upon at the _____.

- A) operational level
- B) crime strategy meetings
- C) police academy
- D) technical level

Answer: B

18) All of the following statements about “organizational behavior” are true EXCEPT _____.

- A) more police agencies develop strategies that depend upon other individuals to be effective
- B) officers’ identities are often obtained from their work
- C) the achievement of work related goals is not considered important by police officers
- D) managers should develop and utilize motivational skills

Answer: C

19) The types of behavior in an organization include all of the following EXCEPT _____.

- A) individual
- B) operational
- C) interpersonal
- D) group

Answer: B

20) The study of organizational behavior enables one to _____.

- A) categorize employees
- B) define the span of control
- C) understand the complexities of the organization
- D) develop technical skills

Answer: C

21) Organizational behavior is concerned with _____ behavior.

- A) deviant
- B) exceptional
- C) conforming
- D) group

Answer: D

22) Interpersonal behavior involves _____.

- A) influence
- B) motivation

- C) effectiveness
- D) perception

Answer: A

23) Frederick Herzberg was responsible for the creation of a two-factor theory of worker _____.

- A) adjustment
- B) acceptance
- C) motivation
- D) relationships

Answer: C

24) Abraham H. Maslow, in arriving at his motivational theory, analyzed _____.

- A) the average worker
- B) baby boomers
- C) the self-actualized individual
- D) the power hungry individual

Answer: C

25) Fred Fiedler's contingency approach emphasized _____.

- A) optimal motivational factors
- B) situational response
- C) concern for arrests
- D) task oriented leadership

Answer: B

26) What three types of essential skills does a manager need to possess?

- A) Interpersonal, historical, and popular
- B) Technical, human, and conceptual
- C) Managerial, learning, and organizational
- D) Operational, alien, and group

Answer: B

27) Theory Y managers see workers as inherently _____.

- A) lazy
- B) stubborn
- C) intelligent
- D) dissatisfied

Answer: C

28) Theory X managers see workers as _____.

- A) seeking responsibility
- B) creative
- C) imaginative
- D) lazy and unambitious

Answer: D

29) Abraham Maslow built his theory of motivation around the _____.

- A) average individual
- B) younger individual

- C) self-actualized individual
- D) burnout

Answer: C

30) According to Herzberg, adequate pay is a _____.

- A) motivator
- B) hygiene factor
- C) demotivator
- D) satisfier

Answer: B