Test Bank for Supervision of Police Personnel 9th Iannone

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Supervision of Police Personnel, 9e **(Iannone/Iannone/Bernstein)**
Chapter 1 The Supervisor's Role

1.1 Multiple Choice Questions

1) In modern administrative terminology, management denotes the process of directing and controlling people and things so that organizational objectives can be accomplished. Which of the following is part of the management process that best describes the act of overseeing people?
A) Leadership
B) Situational management
C) Decision-making
D) Supervision
Answer: D
Page Ref: 1
Objective: To become acquainted with the supervisor's role
Level: Basic

2) Which of the following is most correct?
A) Worker's performance and morale are more strongly influenced by their immediate superior than by any other factor in his environment.
B) Worker's performance and morale are more strongly influenced by the Chief of Police than by any other factor in their environment.
C) Worker's performance and morale are more strongly influenced by the Mayor than by any other factor in their environment.
D) Worker's performance and morale are more strongly influenced by the employment contract than by any other factor in their environment.
Answer: A
Page Ref: 1
Objective: To become acquainted with the supervisor's role
Level: Intermediate

3) Which is **not** true regarding morale?
A) Morale cannot be achieved through incentive or policy.
B) A supervisor can influence it if he remembers that people are interested in themselves and in the things that affect them.
C) A supervisor should not provide his workers with performance feedback.
D) A supervisor should not become tranquilized into believing that because his morale is high, the morale of his subordinates is also high.
Answer: C
Page Ref: 2
Objective: To become acquainted with the supervisor's role
Level: Intermediate

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4) Supervisors must be able to help subordinates establish and achieve reasonable goals. They must be able to provide solutions to many job-related problems of their subordinates and provide them wise counsel and assurance in their personal and professional lives when the need arises, recognizing that they will not all react the same when help is given. At times, subordinates will misinterpret supervisors' motives and accuse them of meddling in their affairs, yet their affairs are the concern of supervisors when which of the following is affected?
A) Personal beliefs
B) An officer's performance
C) Educational goals
D) All public posts on websites
Answer: B
Page Ref: 2
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

5) Supervisors often find it difficult to reconcile the goals of management with the goals of the employees and the sentiments of their social group. They are often torn between the loyalties owed to both employees and management, but it is necessary to realize that the best interests of which of the following must prevail?
A) The employee
B) The union
C) The organization
D) The squad
Answer: C
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

6) Supervisors need not become highly skilled in every technical aspect of the job they supervise to be effective—to do so would impose an impossible burden on them—but they should have a good working knowledge of the principal aspects of the job for which they are responsible. They must have a basic understanding of the other scientific disciplines that have contributed to the science of leadership. In regards to technical supervisory competence, which of the following is **not** true?
A) Every supervisor should keep abreast of fundamental changes in practices, techniques, and procedures in order to be equipped to convey to their subordinates the information they need to perform their jobs properly.
B) Supervisors should prepare for this position by gaining a good working knowledge of the principles of organization, administration, and management.
C) Supervisors should know and understand the principles of performance evaluation.
D) Supervisors need not become an expert in directing the efforts of their subordinates.
Answer: D
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

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7) Supervisors should know how to make assignments, through the process of delegation. In delegating routine tasks to subordinates, expert supervisors will give subordinates sufficient _____ to match the responsibility they have imposed on them.
A) Personal power
B) Authority
C) Direction
D) Responsibility
Answer: B
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

8) Supervisors should prepare for leadership positions by gaining knowledge and understanding of the policies, rules, procedures, and _____ of the organization.
A) Practices
B) Functions
C) Objectives
D) All of the above
Answer: D
Page Ref: 4
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

9) A successful supervisor is able to deal effectively with both the formal and the _____ organization.
A) Informal
B) Strategic
C) Scientific
D) None of the above
Answer: A
Page Ref: 5
Objective: To become familiar with the supervisor's objectives
Level: Basic

10) The common elements of supervision can be grouped under those activities that relate to the direction of people and all it implies and to the multitude of interpersonal relationships between them and their supervisor. In day-to-day relationships with people, the supervisor is expected to function in which of the following ways?
A) Planner
B) Personnel Officer
C) Coach
D) All of the above
Answer: D
Page Ref: 4-6
Objective: To become acquainted with the supervisor's role
Level: Intermediate

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11) The best supervisors develop their abilities to train their employees to be efficient, effective producers who gain satisfaction from their work. If the capacity for the role of a teacher is not developed, supervisors deprive themselves of a means of upgrading the service and ensuring that the standards of performance in the organization are maintained through the training process. Supervisors must carry out the training function in all types of settings. If supervisors are to be an effective teacher, they must gain knowledge and understanding of which of the following?
A) The learning process
B) The effects of individual differences on learning
C) The neurotic factors involved in teaching
D) Both A and B
Answer: D
Page Ref: 5
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

12) The skills of which of the below refers to the practice of confronting an employee with his or her job performance record with the objective of finding ways to overcome deficiencies and improve job performance?
A) Delegating
B) Disciplining
C) Coaching
D) Approach/Avoidance
Answer: C
Page Ref: 6
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

13) Which of the following relates to the supervisory practice of actively listening and responding to employees' complaints, grievances and problems; all of which represent a way for employees to express matters of concern to their superiors?
A) Coaching
B) Counseling
C) Training
D) Planning
Answer: B
Page Ref: 6
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

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14) Supervisors must expect some mistakes from even the most able of their subordinates. Errors are bound to occur, especially with inexperienced employees. When they do, they should be treated as constructively as possible. When mistakes "of the head" are made, often the training value exceeds the harm done; if the mistake is "of the heart," which of the following may be indicated to prevent recurrence?
A) Negative corrective action
B) Positive corrective action
C) Restricted corrective action
D) Excessive corrective action
Answer: A
Page Ref: 7
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

15) When change results from decisions, those affected will often resist because the change is interpreted as a threat to their security and they are forced to make adjustments. The resistance will usually be reduced if the need for the change is:
A) Forced.
B) Implemented.
C) Enhanced.
D) Explained.
Answer: D
Page Ref: 7
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

16) Timing of a communication that affects employees and selection of the location where it takes place are important if the change is to have the greatest acceptance. Sometimes the sowing of a seed that a change is about to take place will allow the idea to take root in the minds of employees, with a resultant lessening of their resistance to the change. The _____ in which superior officers communicate with subordinates has a vital bearing on their interpersonal relations.
A) Superiority
B) Autocratic nature
C) Manner
D) Rationale
Answer: C
Page Ref: 8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

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17) Making the transition from line officer to a supervisor is a challenging time. As a supervisor, you are now part of the management team. Instead of going from call to call or conducting investigations, you are now which of the following?
A) The overseer
B) The doer
C) The game changer
D) The line worker
Answer: A
Page Ref: 8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

18) All of the following are guidelines for successfully making the transition from officer to supervisor **except:**
A) Educate yourself for your new position.
B) Learn the skills to be an effective supervisor.
C) Show a genuine apathy and concern for your employees.
D) Communicate regularly with your employees.
Answer: C
Page Ref: 9
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

19) Which of the following is **true** regarding the transition from officer to supervisor?
A) Lead by example
B) Support management's policies and decisions
C) Ask for guidance and direction when you need it
D) All of the above
Answer: D
Page Ref: 9-10
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

20) Doing the right thing includes all of the following **except:**
A) Be honest, ethical and moral in your dealing with others.
B) Don't play favorites or be overly familiar with your employees.
C) Oversupervise.
D) Demand excellence and praise frequently.
Answer: C
Page Ref: 10
Objective: To become familiar with the supervisor's objectives
Level: Basic

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1.2 True/False Questions

1) Morale can be achieved through incentive or policy.
Answer: FALSE
Page Ref: 2
Objective: To become acquainted with the supervisor's role
Level: Basic

2) Supervisors are often torn between the loyalties owed to both management and the employees. However, it is necessary to realize that the best interests of the employee must prevail.
Answer: FALSE
Page Ref: 3
Objective: To become familiar with the supervisor's objectives
Level: Basic

3) Supervisors should prepare for their position by gaining a good working knowledge of the principles of organization, administration, and management.
Answer: TRUE
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

4) Coaching relates to the supervisory practice of actively listening and responding to employees' complaints, grievances and problems; all of which represent a way for employees to express matters of concern to their superiors.
Answer: FALSE
Page Ref: 6
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

5) Perfection should be expected of workers to demand a high degree of excellence in performance.
Answer: FALSE
Page Ref: 7
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

6) Supervisors have an inherent responsibility to motivate their subordinates by giving them positive incentives that will encourage them to achieve and maintain a high level of efficiency.
Answer: TRUE
Page Ref: 8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

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7) Blaming higher management for new or unpopular policies is appropriate.
Answer: FALSE
Page Ref: 10
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

8) You may abuse your authority and use it as necessary.
Answer: FALSE
Page Ref: 10
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

9) First-line supervisors occupy a key position in any organization because of their direct influence on the conduct and performance of those who do the work.
Answer: TRUE
Page Ref: 11
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

10) Coordination of people and units within the organization is a vital function of the supervisor.
Answer: TRUE
Page Ref: 11
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

11) Advancement to a position of authority requires a considerable change in philosophy and lifestyle of the supervisor because it involves following rather than leading others.
Answer: FALSE
Page Ref: 11
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

12) Although the long-run interests of the organization are identical to those of the workers, the position of supervisor places on them the obligation of resolving the minor differences that sometimes arise.
Answer: TRUE
Page Ref: 11
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

13) Although supervisors need not be highly skilled in all the technical aspects of the jobs they supervise, they should have a good working knowledge of the principal aspects of their jobs.
Answer: TRUE
Page Ref: 11
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

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14) The difficulty of making the transition from officer to supervisor is reduced when you fully understand your new role.
Answer: TRUE
Page Ref: 11
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

15) If you make the commitment to be an effective supervisor and you work hard to be the best you can be, you will be successful.
Answer: TRUE
Page Ref: 11
Objective: To become familiar with the supervisor's objectives
Level: Basic

1.3 Fill in the Blank Questions

1) _____ denotes the process of directing and controlling people and things so that organizational objectives can be accomplished.
Answer: Management
Page Ref: 1
Objective: To become acquainted with the supervisor's role
Level: Basic

2) Supervisory officers must be adept at applying the principles of wholesome human relations with common sense so that they can best integrate the needs of employees with the goals of _____.
Answer: Management
Page Ref: 2
Objective: To become acquainted with the supervisor's role
Level: Intermediate

3) Supervisors can influence _____ if they understand that people are interested in themselves and in the things that affect them.
Answer: Morale
Page Ref: 2
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

4) Supervisors often find it difficult to reconcile the goals of management with the goals of the _____ and the sentiments of their social group.
Answer: Employees
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

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5) Supervisors should prepare for their position by gaining a good working knowledge of the principles of organization, _____, and management.
Answer: Administration
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

6) Supervisors should know how to make assignments through the process of _____.
Answer: Delegation
Page Ref: 3
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Intermediate

7) Supervisors must be experts in _____ operational activities and using different methods to best perform their duties.
Answer: Planning
Page Ref: 4
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

8) The best supervisors develop their abilities to _____ their employees to be efficient, effective producers who gain satisfaction from their work.
Answer: Train
Page Ref: 5
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

9) According to the textbook, "Supervisors who work with employees as _____ create a working environment that increases employee competence, provides for greater fulfillment, allows for a greater contribution to the organization, and exposes officers to what can really be meaningful work."
Answer: Coaches
Page Ref: 6
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

10) Supervisorial _____ typically involves a meeting between the supervisor and the employee.
Answer: Counseling
Page Ref: 6
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

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1.4 Matching Questions

Match the basic supervisory roles listed in Column 1 to its description in Column 2.

A) The supervisor should strive to assign subordinates as scientifically as possible to the positions for which they are best suited and to the places and at the times where they are most needed.
B) The supervisor must make a proper follow-up to determine that rules and regulations have been followed and orders are properly executed.
C) The supervisor must help shape policy for the organization by making decisions. Any changes or decisions must be clearly informed to prevent miscommunication.
D) The supervisor must provide guidance and direction to its officers in a way that allows learning and development to occur.
E) The supervisor must gain knowledge and understanding of the learning process, the effects of individual differences on learning, and the psychological factors involved in teaching.
F) The supervisor must possess the traits of honorableness, courageousness, and vitality. The supervisor must be reasonably intelligent, have good sense, and must be persuasive and flexible.
G) The supervisor must be capable of inspecting work systems, conducting studies, analyzing data, and developing mature recommendations for constructive changes in organization and operation when necessary. The supervisor must be able to forecast future organization needs. Every supervisor has an inherent responsibility to motivate subordinates by giving them positive incentives that will encourage them to achieve and maintain a high level of efficiency.
H) The supervisor must actively listen and respond to employee complaints, grievances, and problems.

1) Planner
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

2) Personnel Officer
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

3) Trainer
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

4) Coach
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

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5) Counselor
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

6) Controller
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

7) Decision Maker and Communicator
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

8) Leader
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

Answers: 1) G 2) A 3) E 4) D 5) H 6) B 7) C 8) F

1.5 Essay Questions

1) Briefly define the term *management*.
Answer: Management denotes the process of directing and controlling people and things so that organizational objectives can be accomplished.
Page Ref: 1
Objective: To become acquainted with the supervisor's role
Level: Basic

2) Compare the terms *management* and *supervision* as they pertain to supervising people.
Answer: Management involves directing and controlling people and things so that organizational objectives can be accomplished. Supervision, on the other hand, refers to the act of overseeing people. It is an activity that takes place at all levels in the organization except at the work level, although many of the tenets of good supervision apply to the nonsupervisory officer in his daily dealings with the public.
Page Ref: 1
Objective: To become acquainted with the supervisor's role
Level: Basic

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3) Summarize various supervisory roles/responsibilities including being a planner, personnel officer, trainer, coach, counselor, controller, decision-maker and communicator, and leader.
Answer: The basic supervisory responsibilities are:
• Planner
The supervisor should be familiar with work simplification practices to bring about greater efficiency in the organization through the streamlining of procedures, reduction of paperwork, and effective use of personnel resources.
• Personnel Officer
Supervisory officers should strive to assign subordinates as scientifically as possible to the positions for which they are best suited and to the places and at the times where they are most needed
• Trainer
The best supervisors develop their abilities to train their employees to be efficient, effective producers who gain satisfaction from their work.
• Coach
Supervisors share their knowledge and expertise, and let employees know how they can improve performance. It can be an excellent motivational tool that stimulates employees to achieve peak job performance.
• Counselor
Counseling relates to the supervisory practice of actively listening and responding to employees' complaints, grievances, and problems. The counseling goal here is to improve performance.
• Controller
Supervisors must make proper follow-ups to determine that rules and regulations have been followed and orders properly executed.
• Decision Maker and Communicator
When supervisors make decisions, they often help shape policy for the organization. Supervisors should regularly communicate with their subordinates. There should be at least one meeting per month with each employee.
• Leader
Supervisors have an inherent responsibility to motivate their subordinates by giving them positive incentives that will encourage them to achieve and maintain a high level of efficiency
Page Ref: 4-8
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

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1.6 Critical Thinking/Discussion Questions

1) What are the issues supervisors must face in their role as a counselor?
Answer: The issues supervisors must face in their role as counselors are employee complaints, grievances, and problems.
Page Ref: 6
Objective: To gain an understanding of the basic responsibilities of the supervisor
Level: Basic

2) What are the guidelines for successfully making the transition from officer to supervisor?
Answer: The guidelines for successfully making the transition from officer to supervisor includes: educating yourself for your new position; looking, listening, and learning about your new work environment; showing a genuine interest in and concern for your employees; communicating regularly with your employees; leading by example; supporting management's policies and decisions; asking for guidance and direction when you need it; treat people fairly and with respect; doing the right thing; and enjoying the benefits the position brings.
Page Ref: 9-10
Objective: To become familiar with the supervisor's objectives
Level: Intermediate

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