Supervision of Police Personnel 10th edition Iannone Test Bank

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Test Bank

Supervision of Police Personnel, 10e (Iannone)

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) Workers' performance and morale are more strongly influenced by their immediate superior than by any other factor in their environment.

   B) Workers' performance and morale are more strongly influenced by the Chief of Police than by any other factor in their environment.

   C) Workers' performance and morale are more strongly influenced by the Mayor than by any other factor in their environment.

   D) Workers' 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) 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

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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

4) The interests of the management and the worker are identical in the long run. If there are small differences between the two:

A) Effective supervisors should just ignore them.

B) It's important to note that most small differences end up as grievances.

C) These small differences are usually hard to resolve.

D) They can easily be resolved by effective supervisors.

Answer: D

Page Ref: 3

Objective: To become familiar with the supervisor's objectives

Level: Intermediate

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 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: 4

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

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7) 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

8) 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: 4

Objective: To become familiar with the supervisor's objectives

Level: Basic

9) 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

10) The skills of which of the below refers to the practice of confronting an employee with their job performance record with the objective of finding ways to overcome deficiencies and improve job performance?

A) Delegating

B) Disciplining

C) Coaching

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D) Approach/Avoidance

Answer: C

Page Ref: 5–6

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

11) When properly used, which of the following can be an excellent motivational tool that stimulates employees to achieve peak job performance?

A) Coordination

B) Coaching

C) Controlling

D) Planning

Answer: B

Page Ref: 6

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

12) While in the field, supervisors are in great position to observe skill deficiencies in their employees and to coach them on "street _____ tactics."

A) Assistance

B) Adjustment

C) Survival

D) Vision

Answer: C

Page Ref: 6

Objective: To become acquainted with the supervisor's role

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

14) Which of the following statements is most correct regarding counseling?

A) For counseling to be effective, supervisors must have a long-term good personal relationship with their subordinates and their families.

B) Supervisors are not required to address work-related performance deficiencies.

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C) Counseling sessions should only take place out in the field.

D) If the supervisor gets to know employees as individuals and demonstrates concern for their welfare, the counseling process will be enhanced.

Answer: D

Page Ref: 6

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

15) What is one of the primary functions of the supervisor that often helps shape policy for the organization?

A) Counselling

B) Controlling

C) Decision-making

D) Mentoring

Answer: C

Page Ref: 7

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

16) 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

17) 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

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18) 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: 7

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

19) A major responsibility of every supervisor is to provide leadership for their subordinates. According to the text, to become good leaders, supervisors must possess which of the following traits?

A) Honorableness, courageousness, and vitality

B) Honorableness, courageousness, and education

C) Seriousness, courageousness, and vitality

D) Honorableness, prestige, and vitality

Answer: A

Page Ref: 8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

20) Employees need to feel that they are progressing toward achievable goals. Supervisors can help them by providing:

A) Punitive discipline.

B) Leadership.

C) Frequent transfers.

D) Oversupervision.

Answer: B

Page Ref: 8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

21) 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

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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

22) The most effective supervisors show concern for the public, their employees, and their organizations. Supervisors should be available to assist when employees ask for help and when performance is substandard. They should try to balance both employee and organizational needs. However, when these needs conflict, which of the following must come first?

A) Employee

B) Organization

C) Co-workers

D) Upper management

Answer: B

Page Ref: 8–9

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

23) 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

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

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 responsible for keeping their superiors informed through both oral and written reports, and to this end must keep themselves informed through records, research, and inspection.

Answer: TRUE

Page Ref: 3

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Objective: To become acquainted with the supervisor's role

Level: Basic

3) 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

4) 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

5) Production-centered supervisors obtain better results than employee-centered ones.

Answer: FALSE

Page Ref: 5

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

6) 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

7) The supervisor can help their subordinates by listening and providing some assistance when they experience a personal problem, and controlling them is always the best way to help them.

Answer: FALSE

Page Ref: 7

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

8) 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

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9) Leadership ability can be developed by adopting the desirable traits observed in good leaders or, at least, by trying to adapt those traits to the supervisor's own style.

Answer: TRUE

Page Ref: 8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

10) 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

11) Supervisors are considered key players in ensuring that the goals of the agency are accomplished; therefore they are expected to counsel, train, and discipline subordinates.

Answer: TRUE

Page Ref: 8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

12) Blaming higher management for new or unpopular policies is appropriate.

Answer: FALSE

Page Ref: 9

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

13) You may abuse your authority and use it as necessary.

Answer: FALSE

Page Ref: 9

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

14) 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: 10

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

15) Coordination of people and units within the organization is a vital function of the supervisor.

Answer: TRUE

Page Ref: 10

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

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16) 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: 10

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

17) Although the long-term 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: 10

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

18) 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: 10

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

19) The difficulty of making the transition from officer to supervisor is reduced when you fully understand your new role.

Answer: TRUE

Page Ref: 10

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

20) 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: 10

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

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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 are selected by management and derive official authority from that source, but real authority stems from the spirit of cooperation, _____, and confidence that they are able to gain from subordinates.

Answer: Respect

Page Ref: 3

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 _____ 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

6) Supervisors should prepare for their position by gaining a good working knowledge of the principles of organization, _____, and management.

Answer: Administration

Page Ref: 4

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

7) Supervisors should know how to make assignments through the process of _____.

Answer: Delegation

Page Ref: 4

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Intermediate

8) Supervisors must be experts in _____ operational activities and using different methods to best perform their duties.

Answer: Planning

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Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

9) Studies have shown that there is a direct relationship between the productivity of an individual, job satisfaction, and the type of _____ received.

Answer: Supervision

Page Ref: 5

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

10) 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

11) 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

12) A good _____ will take advantage of street situations to help develop the skill of the employees.

Answer: Coach

Page Ref: 6

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

13) 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

14) One of the primary functions of the supervisor is _____, which often helps shape policy for the organization.

Answer: Decision-making

Page Ref: 7

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

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15) Every supervisor worthy of the name must learn how to _____ subordinates properly.

Answer: Control

Page Ref: 7

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

1.4 Matching Questions

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

A) 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.

B) The supervisor must provide guidance and direction to the officers in a way that allows learning and development to happen.

C) 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.

D) The supervisor must help shape policy for the organization by making decisions. Any changes or decisions must be clearly informed to prevent miscommunication.

E) The supervisor must make a proper follow-up to determine that rules and regulations have been followed and orders are properly executed.

F) The supervisor must actively listen and respond to employee complaints, grievances, and problems.

G) 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.

H) 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.

1) Planner

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

2) Personnel Officer

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

3) Trainer

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

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4) Coach

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

5) Counselor

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

6) Controller

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

7) Decision Maker and Communicator

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

8) Leader

Page Ref: 5–8

Objective: To gain an understanding of the basic responsibilities of the supervisor

Level: Basic

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

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 their 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 clearly communicate with their subordinates to prevent misunderstandings and resistance.

- 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: 5–8

  Objective: To gain an understanding of the basic responsibilities of the supervisor

  Level: Difficult

4) List the guidelines presented in the textbook on how to successfully make the transition from an officer to a supervisor.

Answer: Educate yourself for your new position; look, listen, and learn about your new work environment; show a genuine interest in and concern for your employees; communicate regularly with your employees; lead by example; support management's policies and decisions; ask for guidance and direction when you need it; treat people fairly and with

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respect; do the right thing; and enjoy the benefits the position brings.

Page Ref: 9

Objective: To become acquainted with the supervisor's role

Level: Intermediate

1.6 Critical Thinking/Discussion Questions

1) What is a supervisor's first step in gaining confidence and respect from subordinates?

   Answer: To exemplify by their personal conduct that which they demand from their subordinates. If the supervisor provides subordinates proper leadership, they will respond with the highest performance, with a minimum of conflict and a maximum of satisfaction.

   Page Ref: 2

   Objective: To gain an understanding of the basic responsibilities of the supervisor

   Level: Difficult

2) What should a supervisor do when faced with rumors in the organization?

   Answer: The very best supervisors will actively work to replace rumors with factual information, to avoid disrupting efficient and effective operations and the overall professional delivery of police services to the public.

   Page Ref: 3

   Objective: To gain an understanding of the basic responsibilities of the supervisor

   Level: Intermediate

3) 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

4) 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; treating people fairly and with respect; doing the right thing; and enjoying the benefits the position brings.

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   Objective: To become familiar with the supervisor's objectives

   Level: Intermediate

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