

behavior?

- a. equity theory
- b. strategic management
- c. planning cycle
- d. adaptive change

Answer: d

Objective: Explain what is meant by adaptive change, and how it applies to police leaders

Page Number: 46

Level: Basic

18. Which of the following is not a required trait that a leader must possess in order to effectively transform a unit or work group?

- a. empowerment
- b. integrity
- c. synergy
- d. vision

Answer: d

Objective: Explain what is meant by adaptive change, and how it applies to police leaders

Page Number: 61

Level: Intermediate

19. Which of the following is a reason why leaders fail?

- a. Manages everyone in the same way
- b. Has a strong vision
- c. Subordinates given truly challenging work assignments
- d. Is honest with subordinates.

Answer: a

Objective: Be able to discuss how leadership can fail in a police department

Page Number: 62

Level: Intermediate

19. Which of the following is a reason why leaders fail?

- a. Manages everyone in the same way
- b. Has a strong vision
- c. Subordinates given truly challenging work assignments
- d. Is honest with subordinates.

Answer: a

Objective: Be able to discuss how leadership can fail in a police department

Page Number: 62

Level: Intermediate

20. Based on the study by Swanson and Territo, which leadership style is most popular among police department?

- a. authority-compliance management
- b. country club management
- c. team management

d. impoverished management

Answer: c

Objective: Know which leadership styles are best for the police agency

Page Number: 55

Level: Intermediate

Chapter 3: True-False Items

1. In order to be more responsive to community problems, police leaders and managers must maintain the status quo to maintain consistency.

a. True

b. False

Answer: False

Objective: Comprehend what is involved in transforming a “good” police organization into one that is “great”

Page Number: 60

Level: Intermediate

2. Force field analysis is an analytical tool that can assist a leader in facilitating change.

a. True

b. False

Answer: True

Objective: Comprehend what is involved in transforming a “good” police organization into one that is “great”

Page Number: 61

Level: Basic

3. Technical skills are those a manager needs to ensure that specific tasks are performed correctly.

a. True

b. False

Answer: True

Objective: Know the basic leadership theories, and how leadership skills are developed

Page Number: 42

Level: Basic

4. Middle managers require a higher level of human relations skills than sergeants.

a. True

b. False

Answer: False

Objective: Know the basic leadership theories, and how leadership skills are developed

Page Number: 42

Level: Intermediate

5. Motivation theories may be divided into two general categories: content theories and process theories.

a. True

b. False

Answer: True

Objective: Have a working knowledge of motivating personnel in the workplace, and how motivational strategies may be applied in the police agency

Page Number: 48

Level: Basic

6. Motivation generally refers to the set of processes that arouse, direct, and maintain human behavior toward attaining some goal.

a. True

b. False

Answer: True

Objective: Have a working knowledge of motivating personnel in the workplace, and how motivational strategies may be applied in the police agency

Page Number: 48

Level: Basic

7. Leaders are more efficiency-driven and focus on mastering routine activities, while managers are driven by vision and judgment.

a. True

b. False

Answer: False

Objective: Understand the difference between leading and managing

Page Number: 52

Level: Intermediate

8. A manager operates on the physical resources of the organization.

a. True

b. False

Answer: True

Objective: Understand the difference between leading and managing

Page Number: 52

Level: Basic

9. Police leaders striving to empower their employees will find guidance from the situational leadership model.

a. True

b. False

Answer: True

Objective: Understand empowerment—its importance for today's policing and its levels and stages

Page Number: 44

Level: Basic

10. Trust and accountability are balanced properly in the selling phase of the situational leadership model.

- a. True
- b. False

Answer: False

Objective: Understand empowerment—its importance for today's policing and its levels and stages

Page Number: 44

Level: Intermediate

11. The decision-making role occurs at all levels in the police organization.

- a. True
- b. False

Answer: True

Objective: Be aware of the major roles of police executives, using the Mintzberg model of chief executive officers

Page Number: 45

Level: Basic

12. The leadership function requires the manager to motivate and coordinate workers while attaining different goals and needs within the department and the community.

- a. True
- b. False

Answer: True

Objective: Be aware of the major roles of police executives, using the Mintzberg model of chief executive officers

Page Number: 45

Level: Intermediate

13. Strategic planning is a prerequisite to strategic thinking.

- a. True
- b. False

Answer: False

Objective: Be able to explain the basic precepts of strategic thinking and planning for strategic management

Page Number: 46

Level: Intermediate

14. Strategic planning involves only the police chief.

- a. True
- b. False

Answer: False

Objective: Be able to explain the basic precepts of strategic thinking and planning for strategic management

Page Number: 46

Level: Basic

15. Transformational leadership is where the leader or manager attempts to change direction to

broaden the interests and horizons of subordinates and move to a new direction.

- a. True
- b. False

Answer: True

Objective: Explain what is meant by adaptive change, and how it applies to police leaders

Page Number: 61

Level: Intermediate

16. For adaptive change, police leaders must have a clear and detailed understanding of where and how the unit needs to change.

- a. True
- b. False

Answer: True

Objective: Explain what is meant by adaptive change, and how it applies to police leaders

Page Number: 61

Level: Basic

17. The best leaders are those who take a hands-off approach to subordinates and are not actively involved.

- a. True
- b. False

Answer: False

Objective: Be able to discuss how leadership can fail in a police department

Page Number: 62

Level: Intermediate

18. Concentrating on problems rather than objectives is a fatal error that can erode a leader's effectiveness.

- a. True
- b. False

Answer: True

Objective: Be able to discuss how leadership can fail in a police department

Page Number: 62

Level: Basic

19. Country club management is the most common leadership style for a police agency.

- a. True
- b. False

Answer: False

Objective: Know which leadership styles are best for the police agency

Page Number: 55

Level: Intermediate

20. A leadership style that emphasizes balancing productivity and people in a police department can result in increased effectiveness.

- a. True