TEST BANK
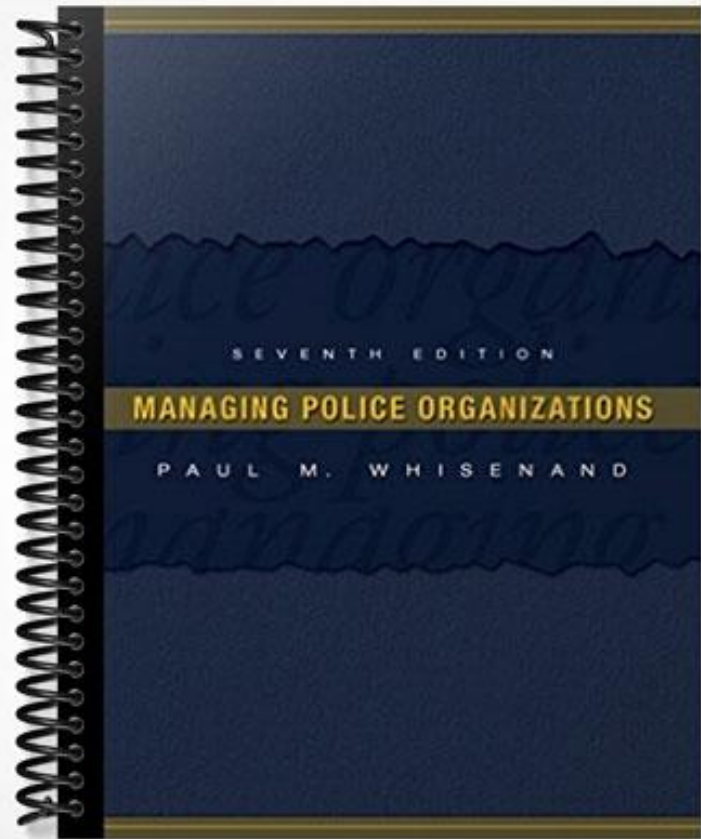
SEVENTH EDITION

MANAGING POLICE ORGANIZATIONS

PAUL M. WHISENAND

Online Test Item File
to accompany

The Managing of Police Organizations
Seventh Edition

Paul M. Whisenand

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PEARSON
Prentice
Hall

CONTENTS

This edition presents a continuing shift in emphasis from management to leadership. In fact, the title of this edition should be "Leading Police Organizations." If there is an eighth, it may happen. Leadership as I see it is:

- being <u>seen</u>;
- committing to <u>ethical values;</u>
- presenting an example of those <u>values</u>;
- communicating a <u>vision</u>;
- building a teamwork of <u>trust</u>; and
- providing quality <u>services</u> to a community of people who deserve it.

A CHALLENGE…A REALLY TOUGH ONE!

Many of our mental faculties are being supported (perhaps at times supplanted) by technology. Computer-aided "spell check," smart phones, PDAs, voice-driven commands to technological devices—these and more are in one way helping us to make decisions faster and more accurately. Conversely, our televisions, the Internet, virtual reality, blogs, web sites, and the like are eroding our human capacity to think, to imagine, to create, to calculate, to be independent. For example, quickly (no calculator allowed)—what is 6 x 7 or 8 x 7? (Are you sure of your answer?)

Many people are growing up, getting jobs, and being promoted to positions of management without reading much. After all, they—you and I—can see it in the movies, on the television/Internet or listen to it on tape and avoid the inconvenience of reading it. Past generations were expected to read; emerging generations insist on experiencing new information by seeing or hearing or feeling it.

Now the challenge. What can be done to make the text as engaging as a virtual reality game or a sensational movie? If the readers aren't "grabbed" early on, they'll opt for the wired and wireless mediums while eschewing the written word. I've taught full-time working college students and trained some of the brightest police managers for over 30 years. In my not-so-humble opinion…getting people to read and really value a book is a tough problem indeed.

HOWEVER…
…if we apply our collective imaginations, we may be able to compete with cyberstuff. After all, readers created the techno-stuff; therefore, reading should be compatible with it.

In this monograph one will encounter multiple choice, true/false, and essay/oral board questions that correspond to the book chapters. The answers are keyed along with the page citation at the end of the **INSTRUCTOR'S MANUAL**. Remember, whatever can be done to make the subject matter livelier, the better the content will be absorbed.   Many people would prefer to "see" and

to "listen" rather than engage in reading. Let the structured exercises contained in each chapter and your own inventiveness capture the interest of students so that they will learn more, value more, vision more, and develop their leadership skills.

For example, each one of the following sections begins with a quote. Write the quote on a white board or project it on a screen. Have each student create a complementary or opposing quote of their own. Have the entire class corporately decide which one of their quotes is best in respect to the chapter subject. Make the quote the logo of the day/session.

It is my profound hope that you will find this edition informative, inspiring, and even fun. Again, I very much appreciate your decision to use it.

Paul Whisenand
San Clemente, California

TEST QUESTIONS

The decision makers whose humility characterizes their decisions are those who act not for themselves primarily. They consider the potential consequences of their decision, its success or failure, as less important to them than to people they are trying to serve.

Senator John McCain and Mark Salter

Multiple Choice

1. The truly tough choices are about _____.
   a. policies.
   b. budget issues.
   c. technology.
   d. people.
   e. all of the above

2. In between a stimulus and a response to a needed decision, there is a(n) _____.
   a. need for flexibility.
   b. character.
   c. morality.
   d. reflection.
   e. all of the above

3. Which of the following is *not* a component of a trustworthy character?
   a. Integrity
   b. Heredity
   c. Maturity
   d. Win-win
   e. All of the above

4. Which one is a component of a trustworthy competency?
   a. Teamwork
   b. Seniority
   c. Intelligence
   d. Commitment
   e. None of the above

5.   Leadership is the _____ to command.
        a. right
        b. authority
        c. capacity
        d. position
        e. all of the above

6.   Management is the _____ to command.
        a. right
        b. capacity
        c. experience
        d. knowledge
        e. all of the above

7.   Which is not one of seven reasons for making character driven decisions?
        a. Trust
        b. Winning
        c. Courage
        d. Purpose
        e. All of the above are correct

8.   Which is one of our four intelligences?
        a. Intellectual
        b. Physical
        c. Spiritual
        d. Emotional
        e. All of the above are correct

9.   Which is not a compelling reason to delegate a decision?
        a. Empowerment
        b. Time
        c. Fear
        d. Mentoring
        e. None are correct

10.   The first of six steps in making a decision is _____.
        a. satisfying.
        b. future.
        c. chance.
        d. participation.
        e. intuition.

True-False

T   F   1.   When you do not make a decision, it is not counted as a decision.

T   F   2.   We are a product of our conditions.

T   F   3.   Trust is the key to all human relationships.

T   F.   4.   "Win-win" is a victory for you over others.

T   F   5.   When we start leading things and managing people, police
organizations

                                      suffer.

T   F   6.   You don't have to be a police manager to be a police leader.

T   F   7.   The number one essential characteristic of a leader is dedication.

T   F   8.   Of our four intelligences, our "intellectual" is the most important
for
career success.

T   F   9.   One rule of decision making is, "Never make a decision that can be
reasonably delayed."

T   F   10.   Snap decisions are frequently as good as decisions made after
lengthy

                                        judgment.

Essay/Oral Board Questions

1. Do you agree with the proposition that decision making is more important than integrity? Justify your decision.

2. Does "managing" and "leading" differ from one another? If so, how?

3. What are our four intelligences and briefly describe each one?

4. Which one is the major determinant of career success?

Other

For an excellent book on decision making see John McCain and Mark Salter <u>Hard Call</u> (ISBN-13:978-0-446-58040-3). It presents a framework for evaluating truly tough choices and several

fascinating case studies. Assign each student/participant one of the cases and have them verbally describe the case, the key decision points, and how it fits into the framework.

TEST QUESTIONS

"Values trump results. Values are the guide to our behavior when no one is looking and no one can find out."

Carly Fiorina

Multiple Choice

1. Fill in the missing word. Values are _____.
    a. casual.
    b. changing.
    c. enduring.
    d. unconscious.
    e. intuitive.

2. Which one is not a value-programming period?
    a. Imprinting
    b. Modeling
    c. Education
    d. Socialization
    e. All are correct

3. "SEE" stands for _____.
    a. significant emotional event.
    b. significant environmental event.
    c. significant economical event.
    d. superior econometric evocation.
    e. none of the above

4. One step in changing a value is _____.
    a. getting angry.
    b. becoming deeply dissatisfied.
    c. attempting to empathize.
    d. using contemplative thinking.
    e. none of the above

5. All the following are true about values except _____.
    a. serves as a set of standards.
    b. affects personal life.
    c. produces individual differences.
    d. creates generation gaps.
    e. can cause or resolve conflict.

6. Police values can be seen in a department's _____.
   a. mission statement.
   b. strategy.
   c. operating plan.
   d. services.
   e. all of the above

7. The words that best defines community oriented policing are _____.
   a. partnership.
   b. teamwork.
   c. values-oriented.
   d. vision.
   e. mission.

8. The very first step in becoming a leader is to know _____.
   a. your people.
   b. your organization.
   c. your boss.
   d. your budget.
   e. your mission.

9. Empathy is _____.
   a. being sorry.
   b. apologizing.
   c. applying our intellect.
   d. understanding people.
   e. none of the above

True-False

T F 1. Leaders convey their values to their staff by what they say and do.

T F 2. A value is something that is of short-term significance.

T F 3. The first period in our value programming is socialization.

T F 4. Our values are permanent and cannot be changed.

T F 5. S.E.E. denotes "socially, emphatic event."

T F 6. Values have a lot to do with causing "generation gaps."

T F 7. No community can control a police agency as well as the agency itself.

T   F   8.   Empathy is not sympathy.

T   F   9.   Leadership is a science.

T   F   10.   A value serves to guide our attitudes.

Essay/Oral Board Questions

1. Define the term "value." Also explain how we acquire values and the two ways they can be changed.

2. What do values provide for us? (For example, they act as "filters.")

3. What is empathy and how does it relate to leadership?

4. What can I learn from you by watching you "walk your talk"?

Other

The chapter concludes with a suggestion about films that can be used to convey values. Show all or a portion of those cited. "Miracles" (about the 1980 U.S. Olympic hockey team) is yet another film that is filled with values.