

## LET 3 & 2 – 1<sup>st</sup> Semester – Study Guide

### Basic Command and Principles Class

(1) The sequence of Command in Staff actions is a nine-step procedure the commanders and their staff use to make decisions. Of the following, which is not one of the benefits of using the sequence?

- A) Commanders are assured that they are making a decision based on all available information.
- B) Staff officers are better prepared because they can anticipate the needs of each step.
- C) Commanders are assured that they are in control of the situation, and can ignore outsider influences**
- D) The Staff is able to plan an action before they receive a mission.

Matching:

(2) **B** Coordinating Staff

A. Decision on how to proceed

(3) **A** Course of Action

B. Principal staff assistants to the commander

(4) **E** Echelon

C. Assists the commander in areas of interest in the command

(5) **D** Personal Staff

D. Officers who work under the immediate control of the commander

(6) **C** Special Staff

E. An organizational level of importance

(7) \_\_\_\_\_ staff officers are the principal staff assistants to the commander and each specializes in an S-1 through S-5 function.

- A) Special staff
- B) Coordinating staff**
- C) Personal staff
- D) Principal staff

(8) \_\_\_\_\_ Channels transmit all orders and instructions to subordinate units.

- A) Designated
- B) Delegated
- C) Control
- D) Command**

(9) T or F: Commanders can delegate authority and responsibilities to their subordinates.

- A) True
- B) False**

## Decision Making and Problem Solving Class

(10) Choose the word that best completes the sentence below.

Leadership is the process of \_\_\_\_ others by providing purpose, direction, and motivation.

- A) **influencing**
- B) operating
- C) objectively
- D) changing

(11) Choose the word that best completes the sentence below.

Leaders work on accomplishing the mission and \_\_\_\_\_ the organization

- A) operating
- B) cohesive
- C) judging
- D) **improving**

(12) Choose the word that best completes the sentence below.

Another word for “to work, function, conduct, or manage” is \_\_\_\_\_.

- A) **operating**
- B) contingencies
- C) intuitions
- D) non-judgment

(13) Choose the word that best completes the sentence below

The actions of a leader are crucial to developing a disciplined, \_\_\_\_\_, and effective organization.

- A) non-judgment
- B) improving
- C) **cohesive**
- D) divided

(14) Choose the word that best completes the sentence below.

Leaders must \_\_\_\_\_ and logically analyze the advantages and disadvantages of each course of action to make good decisions.

- A) **objectively**
- B) improve
- C) influence
- D) cohesive

(15) Choose the word that best completes the sentence below.

After a leader carefully examines all possible courses of action using all available information, they can then consider their \_\_\_\_\_ and emotions.

- A) influences
- B) intuitions**
- C) cohesive
- D) contingencies

(16) Choose the word that best completes the sentence below.

Good leaders include \_\_\_\_\_ in their plans that address possible unexpected situations and actions.

- A) contingencies**
- B) improving
- C) operating
- D) intuitions

(17) Choose the word that best completes the sentence below.

While working with others consider their ideas with \_\_\_\_\_ so they feel free to share openly.

- A) contingencies
- B) intuitions
- C) influence
- D) non-judgment**

(18) Select the option (A-D) that best completes the seven-step problem-solving, decision-making process.

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|---|--|
| <ul style="list-style-type: none"><li>1. Define the problem</li><li>2. X</li><li>3. Develop course of action</li><li>4. Analyze and compare courses of action</li><li>5. Y</li><li>6. Z</li><li>7. Implement the plan</li></ul> | <ul style="list-style-type: none"><li>A) X=Estimate the situation, Y=Make a plan, Z= Make a decision</li><li>B) X= Set priorities, Y= Plan contingencies, Z= Analyze advantages/disadvantages</li><li>C) X= Analyze advantages/disadvantages, Y= Set priorities, Z= Assess the results</li><li><b>D) X= Gather information, Y= Make a decision, Z= Make a plan</b></li></ul> |
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(19) Select the option (A-D) that best indicates the step or factor of the Four-Step Planning Process:

X. Determine conditions that may affect the circumstances of your mission. Determine how you will know you have accomplished your mission.

Y. "I think we should plan to first gather the equipment. Next, we should organize the squad, and then we should start moving."

Z. "We'll execute the third option. It's easier on our people, and it accomplishes the commander's intent better than the others."

**A) X= Define the Objective; Y= Set Priorities; Z= Select the best course of Action**

B) X= Develop courses of action; Y= Resource; Z= Justify the decision.

C) X=Resources; Y=Select the best course of action; Z=Analyze the courses of action

D) X=Set Priorities; Y=Define the Objective; Z=Manage time

(20) Read the following paragraph and decide which option (A-D) is most correct.

Leaders should involve their subordinates in researching problems, gathering information, and developing and analyzing different courses of action. This technique will pay off in increased interest; higher morale, and better efficiency by team members.

A) True: When subordinates do the work, leaders have more time to focus on team-building and other morale-building events.

**B) True: Subordinates are more likely to support a decision if they took part in developing it.**

C) False: Since you can only choose one plan, some of your subordinates are going to feel left out.

D) False: This technique only works when subordinates have authority to make the decision.

### [Conflict Resolution and Diversity \(Hate Comes Home\)](#)

(21) True or False: According to a 2001 Bureau of Justice Statistics Special Report, 62% of hate crime offenders were under 25 years old.

**A) True**

B) False

(22) Choose the word that best matches the definition below.

"The practice of treating one person or group of people less fairly or less well than other people or groups."

**A) discrimination**

B) stereotype

C) bigotry

D) anti-Semitism

(23) Choose the word that best matches the definition below.

“The practice of racial discrimination, persecution, or segregation based on race.”

- A) prejudice
- B) scapegoating
- C) **racism**
- D) stereotype

(24) Choose the word that best matches the definition below.

“Bitter, intolerant, and prejudiced.”

- A) anti-Semitism
- B) hate-related words
- C) scapegoating
- D) **bigotry**

(25) Choose the word that best matches the definition below.

“A judgment or opinion formed without knowing the facts; hatred or fear of other races, nations, creed, and so on.”

- A) racism
- B) **prejudice**
- C) hate-related words
- D) bigotry

(26) Choose the word that best matches the definition below.

“Feeling or showing hostility towards Jews; persecuting Jews.”

- A) stereotype
- B) scapegoating
- C) bigotry
- D) **anti-Semitism**

(27) Choose the word that best matches the definition below.

“A formalized conception, notion, or attitude.”

- A) **stereotype**
- B) racism
- C) hate-related words
- D) scapegoating

(28) Choose the word that best matches the definition below.

“The action of blaming an individual or group for something when, in reality, there is no one person or group responsible for the problem; it targets another person or group as responsible for problems in society because of that person’s group identity.”

- A) prejudice
- B) anti-Semitism
- C) scapegoating
- D) bigotry

(29) Study the information and select the option (A-D) that indicates the type of negative behavior in a diverse society:

X. An employer shows a preference for hiring people of a specific race or nationality.

Y. A man thinks that people from different cultures all behave the same.

Z. A cadet notices that some ethnic groups in her class rarely get promotions or recognition for outstanding performance, and they don’t participate as much.

- A) X= Discrimination; Y= Prejudice; Z= Status Consciousness
- B) X= Prejudice; Y= Stereotyping; Z= Racial Tension
- C) X= Discrimination; Y= Stereotyping; Z= Racial Tension
- D) X= Stereotyping; Y= Status Consciousness; Z= Prejudice

(30) A classmate is talking about some of the crime problems in your neighborhood. He said that people from a different, and poor, side of town are to blame. Which type of bias is he using?

- A) Stereotyping
- B) Scapegoating
- C) Bigotry
- D) Racism

(31) You were asked to arbitrate a disagreement between two people of different races. It didn’t take you long to realize that the disagreement was based on misunderstandings and mistrust between the two. You decide the following: Each person would invite the other to dinner at each other’s house. They would be respectful and would spend at least one additional hour getting to know that person and their family. Which approach to conflict management are you using?

- A) Appropriate assertiveness approach
- B) Creative response approach
- C) Managing emotions approach
- D) Win/Win approach

(32) In this fictitious animal story what do you think the author is doing to the bolies?

“The bolies are animals like us, but they never help. All of them do not work and sit around lazily all day eating everything that we have collected for winter. They all make us poor and are very rude. They do nothing themselves, but live from the work of others. They plunder us. They do not care if we starve over the winter. The only thing they care about is that things go well for them.”

- A) discrimination
- B) scapegoating
- C) expressing anti-Semitic views
- D) stereotyping

(33) In this story what is the principal doing to Susan?

“Susan spent her life in a wheelchair because of a muscle disease. She worked hard to get her teaching certificate and was excited to be asked back for three interviews. The principal thought Susan and another candidate had equal skills and that both would thrive as teachers. However, the principal would not hire Susan because he feared how the children would respond to her being in a wheelchair.”

- A) **Discrimination**
- B) Scapegoating
- C) Expressing anti-Semitic views
- D) stereotyping

### Conflict Mediation Class

(34) What are the five anger management techniques?

- A) Calm down, identify the source, keep quiet, go for a run, return to the negotiations
- B) Breathe deeply, walk away from conflict, state your disagreement, turn anger to energy, tell a friend
- C) Take time to calm down, identify the source of your anger, use words to describe your needs, turn anger into energy, and tell no one of the conflict
- D) **Take time to calm down, identify the source of your anger, use words to describe your needs, turn anger into energy, share feelings with a friend, counselor, or mentor.**

(35) Choose the word that best completes the sentence below.

Showing \_\_\_\_\_ is being able to experience the feelings of another as one's own.

- A) violence prevention
- B) arbitration
- C) **empathy**
- D) mediation

(36) Choose the word that best completes the sentence below.

When you are working with opposing sides to resolve a dispute or bring a settlement, you are using. \_\_\_\_\_.

- A) empathy
- B) mediation**
- C) arbitration
- D) anger management

(37) Choose the word that best completes the sentence below.

\_\_\_\_\_ is submitting a decision to a third party who is chosen to settle differences in a controversy.

- A) Violence Prevention
- B) Empathy
- C) Anger Management
- D) Arbitration**

(38) You are mediating an argument between two classmates. You made introductions and rules, you had both sides tell their story, and you have explored possible situations, but haven't been able to settle the disagreement. What should you do next?

- A) Make your own decision to settle the conflict.
- B) Decide that disagreement is the only outcome.
- C) Ask if both sides would agree to a random method of decision, like rolling dice or choosing cards.
- D) Keep trying to find a solution that both classmates will agree to.**

(39) Read carefully the following paragraph and select the most correct option (A-D)

Yvonne agreed to mediate a disagreement between two of her friends. She listened to both of them tell their side of the story, summarized their feelings, and helped them brainstorm possible solutions. Then she thought about it and made her decision. One friend was happy, the other was not. Did Yvonne do a good job? Why or why not?

- A) No. One friend was not satisfied with her decision.
- B) No. She should not have made a decision.**
- C) Yes. It's not always possible for both sides to accept a decision if they think they're right.
- D) Yes. She followed the proper procedure and made what she thought was the best decision.



(40) You are having a disagreement with a classmate. You are getting a little angry because you have evidence that would show you are right, but your classmate doesn't want to see it. Since you have the evidence to show you're right what should you recommend to your classmate to help resolve the situation in your favor?

- A) Use anger management to techniques to resolve the dispute
- B) Use violence prevention techniques to resolve the dispute
- C) Use a mediator to resolve the dispute
- D) Use an arbitrator to resolve the dispute**

(41) Read carefully the following paragraph and select the correct option (A-D)

One of the steps in mediation is to explore possible solutions. Mediators should first ask both parties how they can solve the problem. Next, they should write down all of the solutions. Finally, they should check off only those solutions to which at least one of the parties can agree.

- A) Replace "at least one of" with "both"**
- B) Replace "all of the solutions" with "only the good solutions"
- C) Replace "explore possible solutions" with "explain the mediator's role"
- D) Replace "at least on of the parties" with "the mediator thinks they should"

### Making the right choices Class

(42) Passing time without working or while avoiding work is known as \_\_\_\_\_?

- A) intuition
- B) idleness**
- C) criteria filter
- D) routinization

### Vocabulary Matching:

- (43)   B   Criteria Filter
- (44)   D   Idleness
- (45)   C   Intuition
- (46)   A   Routinization

- A. A process or decision that you have used over and over in the past that helps you now with an established decision-making pattern.
- B. A standard, rule, or test on which a judgment or decision can be based.
- C. Instinctive knowledge or perception without conscious reasoning; keen insight.
- D. Passing time without working or while avoiding work.

(47) While making a decision about what to do next summer, you identified possible solutions and also identified the pros and cons of each. Last year, you went with your feelings and decided to wait and see what came up, and it turned out to be a bad decision. If you want to compare the pros and cons to really make a good decision, which technique should you use to help you decide?

- A) Routinization
- B) Intuition
- C) Idleness
- D) **Criteria Filter**

(48) Explain the F-I-N-D-S Decision-Making Model.

- A) Fast; Independent; Natural; Determined; Study the Decision.
- B) Figure out the problem; Investigate; Name a leader; Decide on a solution; Study the results.
- C) **Figure out the problem; Identify solutions; Name the pros and cons of each choice; Decide which is the best solution and the act on it; Scrutinize the decision.**
- D) Find a project; Identify the benefits; Name the disadvantages; Decide if it's a worthy project; scrutinize the decision-making process.

(49) Stacy is using the F-I-N-D-S decision process to decide on what to do this summer. She identified three possible choices: Get a job; Volunteer at summer Camp; Go to summer school. What should she do next?

- A) Decide which is the best choice and then act on it.
- B) Scrutinize her decision.
- C) **Name the pros and cons of each.**
- D) Start setting short-term goals.

(50) A friend that has known you for long time asked you what you are going to do next summer. You took out a pencil and a piece of paper and started using the F-I-N-D-S process. Then your friend said, "Why do you always do that?" Which of the following reasons would you not say?

- A) The more you use it the more it becomes routine.
- B) It's a logical way to make life decisions.
- C) It can be used for major and minor decisions.
- D) **It helps to define goals.**