Managing and Leading Todays Police Challenges Best Practices Case Studies 4th edition Peak Test Bank

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Chapter 2 The Dynamics of Police Organizations: Structure and Theories

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Which concept refines management techniques by studying how workers might become more complete extensions of machines? 1) _____
A) scientific management B) functional supervision
C) chain of command D) bureaucratic management

2) Who is known as the father of scientific management? 2) _____
A) Abraham Maslow B) Max Weber
C) Douglas McGregor D) Frederick Taylor

3) Who developed the concept of POSDCORB? 3) _____
A) Luther Gulick and Lyndall Urwick B) Abraham Maslow
C) Max Weber D) Frederick Taylor

4) Which of the following is not a component of POSDCORB? 4) _____
A) commanding B) planning C) budgeting D) staffing

5) Who studied successful organizations and identified the attributes that led to their successes? 5) _____
A) Max Weber B) Luther Gulick, and Lyndall Urwick
C) Frederick Taylor D) Douglas McGregor

6) Which concept provides consistency in an organization in that every officer reports to a superior officer and allows for coordination and communication? 6) _____
A) chain of command B) specialization
C) span of control D) functional supervision

7) Which of the following are general and serve as guides to thinking, rather than action? 7) _____
A) chain of command B) policies
C) procedures D) rules and regulations

8) Which of the following describes how officers are to complete a specific task, such as handling booking? 8) _____
A) procedures B) chain of command
C) rules and regulations D) policies

9) The Hawthorne experiments provided the first glimpse of which concept? 9) _____
A) systems theory B) human relations theory
C) Theory X and Theory Y D) chain of command

10) Which theory views employees negatively and sees the need for structured organizations with strict hierarchal lines and close supervision? 10) _____
A) human relations theory B) Theory Y
C) systems theory D) Theory X

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11) Which theory supports the view that people are capable of learning and will not only accept but seek responsibility? 11) _____
A) human relations theory B) Theory Y
C) Theory X D) systems theory

12) Which theory supports the view that people are inherently self-centered and do not care about organizational needs? 12) _____
A) Theory X B) Theory Y
C) human relations theory D) systems theory

13) Who studied the hierarchy of needs and demonstrated that people were motivated by things other than money or material reward? 13) _____
A) Maslow B) Luther Gulick, and Lyndall Urwick
C) Max Weber D) Frederick Taylor

14) Which concept consists of the officers' collective worldview, values, and norms? 14) _____
A) departmental inertia B) matrix structure
C) police culture D) human relations theory

15) Which of the following is formed as a result of social interaction among the people in the department, particularly at the unit level? 15) _____
A) police culture B) matrix structure
C) departmental inertia D) informal organization

16) Which of the following involves participative management where small work groups conduct tasks? 16) _____
A) departmental inertia B) linking pin system
C) employee-centered management D) systems theory

17) Who developed the application of human relations theory in the linking pin system? 17) _____
A) Rensis Likert B) Max Weber
C) Luther Gulick, and Lyndall Urwick D) Maslow

18) Which of the following is a form of decentralization where personnel from different units are merged together to focus on a specific problem? 18) _____
A) departmental inertia B) matrix structure
C) employee-centered management D) systems theory

19) Dissatisfaction with classical organizational theory began to develop during which decade? 19) _____
A) 1950s B) 1940s C) 1920s D) 1930s

20) The Hawthorne experiments helped develop which theory? 20) _____
A) human relations theory B) Theory X
C) systems theory D) Theory Y

21) Which of the following involves a hierarchy of authority because officers at higher ranks have more authority to make decisions? 21) _____
A) specialization B) chain of command
C) unity of command D) departmental inertia

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22) Which of the following refers to placing one officer in command or in control of every situation and officer, and every officer should report to one and only one superior? 22) _____
A) delegation of authority B) specialization
C) unity of command D) departmental inertia

23) Which of the following allows for more control in a police department by grouping similar tasks into certain units to facilitate productivity? 23) _____
A) delegation of authority B) specialization
C) unity of command D) departmental inertia

24) Which of the following essentially is the assignment of tasks and responsibilities to subordinate managers and supervisors and holding them accountable for their accomplishment? 24) _____
A) delegation of authority B) specialization
C) unity of command D) departmental inertia

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

25) Frederick Taylor's application of scientific management reduced labor costs and benefited the employees. 25) _____

26) A sergeant supervising criminal investigations who must have expertise in investigations is an example of functional supervision. 26) _____

27) The acronym POSDCORB stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting 27) _____

28) Max Weber was the first researcher to articulate the concept of POSDCORB. 28) _____

29) Specialization refers to a situation where there are too many levels of rank when the department becomes more bureaucratic. 29) _____

30) Max Weber the Catholic Church and the Prussian Army, two organizations that at the time were considered effective and efficient. 30) _____

31) Procedures are more general than policies. 31) _____

32) Rules and regulations are specific guidelines that leave little or no latitude for individual discretion. 32) _____

33) The Hawthorne experiments showed that increases in productivity were attributed to worker job satisfaction from increased involvement and concern on the part of management. 33) _____

34) The Hawthorne experiments showed that more work breaks higher morale and illumination led to increased productivity. 34) _____

35) Theory X supports the view that the average employee dislikes work and will avoid it whenever possible. 35) _____

36) Theory X supports the view that people will exercise self-control and are self-directed when motivated to achieve organizational goals 36) _____

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37) Maslow demonstrated that people are only motivated by material rewards. 37) _____

38) Maslow postulated that once material needs were met, needs such as belongingness and esteem became the principal motivators. 38) _____

39) A police department's culture defines how officers perceive their work, the department, and citizens, and ultimately it affects how they do their jobs. 39) _____

40) Informal organization may involve a situation where a new officer consults with a senior patrol officer about a problem before consulting with the sergeant. 40) _____

41) The linking pin system consists primarily of large work groups. 41) _____

42) The linking pin system results in more interaction between group members and supervisors and their superiors. 42) _____

43) In a matrix structure, a department may assign a group of detectives and patrol officers to respond to an increase in convenient store robberies. 43) _____

44) The matrix structure allows departments to react to a variety of problems by selecting officers from different units that match the problem at hand. 44) _____

45) A good example of the application of human relations theory can be found in Rensis Likert's linking pin system 45) _____

46) The Hawthorne experiments helped develop Theory X. 46) _____

47) The three methods by which to implement specialization include (1) function, (2) geography, and (3) time. 47) _____

48) Unity of command essentially is the assignment of tasks and responsibilities to subordinate managers and supervisors and holding them accountable for their accomplishment. 48) _____

49) The unity of command principle applies only to patrol officers and not to administrators and managers. 49) _____

50) The unity of command principle ensures that conflicting orders are not issued to the same police officers by several supervisors. 50) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

51) The backbone of any police department is patrol. Patrol officers answer calls for service and respond to and prevent crime. Smaller departments may have no specialized units or only a few. How would you determine if a department needs to form a specialized unit?

52) We have discussed several organizational theories in this chapter. How do these theories affect the department and police officers on the street?

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53) We examined POSDCORB in this chapter. How do each of the elements in POSDCORB apply to a police organization?

54) Police departments have a system of policies and procedures. What are the areas that you think are most important for these regulations to cover?

55) Use the Internet to find two comparable-sized police departments' organizational structure. How are they different? How are they the same?

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1) A
2) D
3) A
4) A
5) A
6) A
7) B
8) A
9) A
10) D
11) B
12) A
13) A
14) C
15) D
16) B
17) A
18) B
19) D
20) A
21) B
22) C
23) B
24) A
25) TRUE
26) TRUE
27) TRUE
28) FALSE
29) FALSE
30) TRUE
31) FALSE
32) TRUE
33) TRUE
34) FALSE
35) TRUE
36) FALSE
37) FALSE
38) TRUE
39) TRUE
40) TRUE
41) FALSE
42) TRUE
43) TRUE
44) TRUE
45) TRUE
46) FALSE
47) TRUE
48) FALSE
49) FALSE
50) TRUE

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51) Answers will vary. The three methods by which to implement specialization are: (1) function, (2) geography, and (3) time. Police departments organize tasks or activities by function–patrol, traffic, criminal investigation, training, domestic violence, gangs, drugs, and so on.
52) Scientific management theories and administrative theory affect a police department and police officers on the street. Delegation of authority is one management principle associated with classical organizational theory. Delegation of authority essentially is the assignment of tasks and responsibilities to subordinate managers and supervisors and holding them accountable for their accomplishment. Police chiefs and sheriffs delegate many operational responsibilities to their managers. For example, the commander of a traffic unit is responsible for reducing accidents and expediting the traffic flow, and in some jurisdictions, for generating revenue. If the traffic commander does not adequately attend to these responsibilities, he or she may be replaced or otherwise held accountable
53) The acronym POSDCORB stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting. POSDCORB identified the key administrative activities that occupy the majority of a manager's time, and they remain important activities for police leaders and managers.
54) Answers will vary.
55) Answers will vary.

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