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Chapter 2 Organization and Administration Principles and Practices

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

1) Formal organizations have been identified by asking the question, "Who benefits?" Which of the following are considered to be formal organizations? 1) _____
   A) Service organizations
   B) Business concerns
   C) Mutual benefit associations
   D) Commonweal
   E) All are classified as formal organizations

2) Beginning in the 1930s, people began to realize the negative effects of some management systems on the worker. A view which arose in policing that management should instill pride and dignity in officers is known as: 2) _____
   A) Management by objectives
   B) Systems management
   C) Human relations management
   D) Scientific management
   E) None of the above

3) In building the organizational structure, which of the following principles would *not* be considered? 3) _____
   A) Principle of less authority
   B) Principle of span of control
   C) Principle of the objective
   D) Principle of responsibility
   E) None of the above

4) Several elements compose the communication process; which of the following is *not* one of them? 4) _____
   A) Reception
   B) Encoding
   C) Transmission
   D) Telepathy
   E) All the above are elements of the communication process

5) Definitions of leadership include the following statement: 5) _____
   A) "Working with and through individuals and groups to accomplish organizational goals"
   B) "The activity of influencing individuals to adopt the leader's viewpoint"
   C) "The exercise of complete control over the group"
   D) "The process of advancing the recognition of the group's leader(s)"

6) _____ refers to the fact that organizations are composed of people who interact with one another and with people in other organizations. 6) _____
   A) Working entity B) Social entity C) Closed entity D) Open entity

7) An early school of management theory that is concerned primarily with the efficiency and output of the individual worker. 7) _____
   A) Human relations management B) Scientific management
   C) Systems management D) Management by objectives

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8) _____, who first emphasized time and motion studies, is known today as the father of scientific management. 8) _____
A) Max Weber
B) Ronald Lynch
C) Peter Drucker
D) Frederick W. Taylor

9) The theory of POSDCORB, an acronym for: 9) _____
A) Planning, organizing, staffing, directing, contrasting, requesting, and budgeting
B) Planning, organizing, staffing, directing, coordinating, reporting, and budgeting
C) Planning, organizing, staffing, detection, coordinating, reporting, and budgeting
D) Planning, observing, staffing, directing, coordinating, reporting, and budgeting

10) Features of the human relations and scientific management approaches were combined in the _____ approach. 10) _____
A) Systems management
B) Directing management
C) Procurement management
D) Planning management

11) _____ developed a hierarchy of needs. 11) _____
A) Abraham Maslow
B) Peter Drucker
C) Douglas McGregor
D) Robert Blake
E) None of the above

12) _____ developed the general theory of human motivation. 12) _____
A) Abraham Maslow
B) Robert Blake
C) Peter Drucker
D) Douglas McGregor
E) None of the above

13) _____ developed the "managerial grid," which emphasized two concerns—for tasks and for people—that managers must have. 13) _____
A) Abraham Maslow
B) Robert Blake
C) Jane Mouton
D) Douglas McGregor
E) Both B and C

14) The idea of a pure bureaucracy was developed by _____, the "father of sociology." 14) _____
A) Douglas McGregor
B) Abraham Maslow
C) Jane Mouton
D) Max Weber

15) Max Weber argued that if a bureaucratic structure is to function efficiently, it must have the following elements, *except*: 15) _____
A) Experimentation
B) Rulification and routinization
C) Division of labor
D) All are necessary elements
E) Hierarchy of authority

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16) An organization's committing such resources as funds, personnel/labor, and equipment toward accomplishing a goal or mission. 16) _____
A) Planning B) Outputs C) Inputs D) Reorganization

17) An organization's desired outcome, goods, or services. 17) _____
A) Reorganization B) Planning C) Outputs D) Inputs

18) _____ precipitates the need for more personnel, greater division of labor, specialization, written rules, and other such elements. 18) _____
A) Planning
B) Engineering
C) Growth
D) Reduction in force
E) None of the above

19) Maslow believed that people's basic and primary needs or drives are physiological (survival), safety or security, social, ego (self-esteem), and: 19) _____
A) Dreams
B) Actualization
C) Sympathy
D) Apathy
E) None of the above

20) An effort to determine the fit between the organization's characteristics and its tasks and the motivations of individuals is referred to as the _____ theory. 20) _____
A) Expectancy
B) Actualization
C) Contingency
D) X and Y
E) None of the above

21) The tendency for organizations to promulgate written rules, policies, and procedures has been caused by three contemporary developments that include all *except*: 21) _____
A) Labor contracts
B) Rights to flexible hours
C) Administrative due process
D) Civil liability
E) None of the above

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

22) Four different types of formal organizations have been identified by asking the question: "Who is in charge?" 22) _____

23) The unity of command is the principle holding that only one person should be in command or control of a situation or an employee. 23) _____

24) Communication within a criminal justice organization may be only downward or upward, due to its organizational structure. 24) _____

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25) Upward communication in a criminal justice organization is the easiest form of communication as there are fewer barriers than downward communication. 25) _____

26) The theory that contends that good leaders possessed certain character traits that poor leaders typically did not is the trait theory. 26) _____

27) The theory of POSDCORB was emphasized in police management for many years where the needs of workers were adequately addressed. 27) _____

28) Social entity is a concept that alludes to the organization's goals and the public served. 28) _____

29) The history of management can be divided into three approaches and time periods: (1) Scientific management (1900- 1940), (2) Human relations management (1930- 1970), and (3) Direct access management (1965- present). 29) _____

30) Early management studies, beginning in the 1940s, indicated that the supervisor who was "employee centered" was more effective than one who was "production centered." 30) _____

31) Studies that led to the theory known as the Hawthorne effect found that worker productivity is more closely related to social capacity than to physical capacity. Non-economic rewards play a prominent part in motivating and satisfying employees. 31) _____

32) According to Robert Katz, there are three essential skills that leaders should possess: technical, human, and conceptual. 32) _____

33) The autocratic style is worker centered, is primarily democratic in nature, and prefers group participation. 33) _____

34) Three principles of leadership behavior emerged from the Michigan study. These principles included: (1) Employees need some area of freedom to make choices, (2) Leaders should not give task directions to their followers as the workers should be independent, and (3) Leaders must be employee oriented. 34) _____

35) Trait theory has lost much of its support since the 1950s, primarily because of the development and growth of new, more sophisticated approaches to the study of leadership. 35) _____

36) In preparing for the workforce of the future, it is important that administrators be prepared for the demographic of workers referred to as Generation X, or Gen Xers (those born between 1945 and 1964). 36) _____

37) The Gen Y police officer or prison correction officer should be trained to fit the traditional, "correct" attitude and ways of behaving at the worksite. There is no need for administrators to make training interactive and entertaining. 37) _____

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

38) To convey an experience or idea, we translate, or _____, that experience into symbols. We use words or other verbal behaviors or nonverbal behaviors such as gestures to convey the experience or idea. 38) _____

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39) The number of subordinates a chief executive, manager, or supervisor in a criminal justice organization can effectively supervise is known as span of _____. 39) _____

40) Weber's ideal bureaucracy, however, as described earlier, was designed to eliminate _____ and waste in organizations. 40) _____

41) The structuring of an organization so as to function efficiently, which includes rules, division of labor, hierarchy of authority, and expertise among its members, is referred to as a(n) _____. 41) _____

42) A hands-off approach to leadership, in which the organization essentially runs itself, is known as a(n) _____ leader. 42) _____

43) In a(n) _____ organization culture, communication and collaboration are promoted so that everyone is engaged in identifying and solving problems. 43) _____

44) Generation Y will probably be more team-oriented and the most _____ literate workers ever to hit the job market. 44) _____

45) The _____ theory sought to determine the fit between the organization's characteristics and its tasks and the motivations of individuals. 45) _____

46) The _____ theory contends if an employee believes that his or her efforts will result in a certain level of performance leading to a desired reward, then that employee will likely take action accordingly. 46) _____

47) _____ communication is preferred as a medium for dealing with citizens or groups outside the criminal justice agency. This means of communication provides the greatest protection against the growing number of legal actions taken against agencies by activists, citizens, and interest groups. 47) _____

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MATCHING. Choose the item in column 2 that best matches each item in column 1.

Match the term with the correct concept.

48) Feedback

49) Indoctrination

50) Unity of command

51) Bureaucracy

52) Span of control

53) Systems management

54) Directing

55) Scientific management

56) Relatively identifiable boundary

57) Grapevine

A) Concerned primarily with the efficiency and output of the individual worker

B) Communication designed to motivate the employee

C) Only one person should be in command or control of a situation or an employee

D) An organization's goals and the public it is intended to serve

E) An informal means of circulating and communicating information or gossip

F) Communication appraising how an individual performs the assigned task

G) Division of labor, hierarchy of authority

H) The continuous task of making decisions

I) Designed to bring the individual and the organization together

J) The number of subordinates a chief executive, manager, or supervisor in a criminal justice organization can effectively supervise

48) _____

49) _____

50) _____

51) _____

52) _____

53) _____

54) _____

55) _____

56) _____

57) _____

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

58) List and describe the six elements of communication discussed in Chapter Two.

59) Explain the concepts of unity of command and span of control as they relate to a law enforcement agency. Find an example online and describe it.

60) List and describe the three essential skills that leaders should possess according to Robert Katz.

61) Explain the essential findings of the Hawthorne studies and how these findings affected previous traditional organizational theory.

62) Explain Herzberg's Motivation-Hygiene Theory in which two vital factors found in all jobs were isolated.

63) Develop a motivational theory of your own. Explain how you would motivate workers differently than the theories stated in Chapter Two.

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64) What are some proactive measures that the current justice system can take to effectively manage communication and adapt their views and organizational cultures to meet the new employees of the future?

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

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51) G
52) J
53) I
54) H
55) A
56) D
57) E
58) *Encoding.* To convey an experience or idea, we translate, or encode, that experience into symbols. We use words or other verbal behaviors or nonverbal behaviors such as gestures to convey the experience or idea.
Transmission. This element involves the translation of the encoded symbols into some behavior that another person can observe. The actual articulation (moving our lips, tongue, and so on) of the symbol into verbal or nonverbal observable behavior is transmission.
Medium. Communication must be conveyed through some channel or medium. Media for communication include sight, hearing, taste, touch, and smell. Some other media are television, telephone, paper and pencil, and radio. The choice of the medium is important; for example, a message that is transmitted via a formal letter from the CEO will carry more weight than the same message conveyed via an administrative assistant's memo.
Reception. The stimuli, the verbal and nonverbal symbols, reach the senses of the receiver and are conveyed to the brain for interpretation.
Decoding. The individual who receives the stimuli develops some meaning for the verbal and nonverbal symbols and decodes the stimuli. These symbols are translated into some concept or experience for the receiver. Whether or not the receiver is familiar with the symbols, or whether or not interference such as noise or a physiological problem occurs, determines how closely the message that the receiver has decoded approximates the message that the sender has encoded.
Feedback. After decoding the transmitted symbols, the receiver usually provides some response or feedback to the sender. If someone appears puzzled, we repeat the message or we encode the concept differently and transmit some different symbols to express that concept. Feedback that we receive acts as a guide or steering device and lets us know whether the receiver has interpreted our symbols as we intended.
59) Span of control–the number of subordinates a chief executive, manager, or supervisor in a criminal justice organization can effectively supervise effectively. Unity of command–the principle holding that only one person should be in command or control of a situation or an employee. Examples will vary.
60) *Technical skills* are those a manager needs to ensure that specific tasks are performed correctly. They are based on proven knowledge, procedures, or techniques. *Human skills* involve working with people, including being thoroughly familiar with what motivates employees and how to utilize group processes. Katz added that the human relations skill involves tolerance of ambiguity and empathy. Conceptual skills coordinate and integrate all the activities and interests of the organization into a common objective. It is the process of translating knowledge into action.
61) The Hawthorne studies revealed that people work for a variety of reasons, not just for money and subsistence. They seek satisfaction for more than their physical needs at work and from their coworkers. For the first time, clear evidence was gathered to support workers' social and esteem needs.
62) Maintenance or hygiene factors are those elements in the work environment that meet an employee's need to avoid pain (adequate pay, benefits, job security, decent working conditions, supervision). Hygiene factors do not satisfy or motivate, they set the stage for motivation. Motivational factors are those psychosocial factors that provide intrinsic satisfaction and serve as an incentive for people to invest more of their time, talent, energy, and expertise in productive behavior.
63) Answers will vary as it calls for opinion.
64) Answers will vary as it calls for opinion.

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