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CHAPTER 2: THE ORGANIZATION AND STRUCTURE OF AMERICAN POLICING

TRUE/FALSE

1. The traditional organization of American law enforcement was greatly influenced by Sir Henry Fielding.
   a. True
   b. False

   ANS: F PTS: 1

2. The traditional law enforcement organizational design is that of a pyramid-shaped hierarchy based on a military model.
   a. True
   b. False

   ANS: T PTS: 1

3. Field operations' main division is the criminal investigations division.
   a. True
   b. False

   ANS: F PTS: 1

4. Specialization can enhance a department's effectiveness and efficiency, but overspecialization can impede the organizational purpose.
   a. True
   b. False

   ANS: T PTS: 1

5. Managers should recognize the informal organization that exists within any law enforcement agency.
   a. True
   b. False

   ANS: T PTS: 1

6. Small agencies perceive their risk of a terrorist attack to be high.
   a. True
   b. False

   ANS: F PTS: 1

7. Community policing is different from traditional policing.
   a. True
   b. False

   ANS: T PTS: 1

8. Partnerships are a cornerstone of community policing.
   a. True

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b. False

ANS: T PTS: 1

9. Problem solving requires police to group incidents as a way to identify underlying causes of problems in the community.
a. True
b. False

ANS: T PTS: 1

10. CompStat is a quick-fix answer to crime.
a. True
b. False

ANS: F PTS: 1

11. The 3-I model of intelligence-led policing consists of interpreting the criminal environment, influencing decision makers, and impacting the criminal environment.
a. True
b. False

ANS: T PTS: 1

12. Evidence-based policing must report successes and failures to reach its full potential.
a. True
b. False

ANS: T PTS: 1

13. Administrative services, which are usually centralized, include recruitment and training, records and communications, planning and research, and technical services.
a. True
b. False

ANS: T PTS: 1

14. The larger the agency and the jurisdiction it serves, the more complex the organization and the chart depicting it.
a. True
b. False

ANS: T PTS: 1

15. Law enforcement agencies are not facing the need for change to meet the competition of private policing because private policing in not available everywhere.
a. True
b. False

ANS: F PTS: 1

MULTIPLE CHOICE

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16. An artificial structure created to coordinate either people or groups and resources to achieve a mission or goal is known as a(n) _____.
    a. department
    b. institution
    c. organization
    d. hierarchy

    ANS: C PTS: 1

17. Who is known as the father of modern policing?
    a. Sir Henry Fielding
    b. O. W. Wilson
    c. August Vollmer
    d. Sir Robert Peel

    ANS: D PTS: 1

18. In early law enforcement, the most common assignment was _____.
    a. foot patrol
    b. investigations
    c. prisoner security
    d. special operations

    ANS: A PTS: 1

19. A clear statement of mission, goals, objectives and values; a division of labor among specialists; a rational organization or design; and a hierarchy of authority and responsibility are elements of _____.
    a. field services
    b. formal organization
    c. channels of communication
    d. flat organization

    ANS: B PTS: 1

20. The order of authority is known as the _____.
    a. hierarchical structure
    b. ladder
    c. chain of command
    d. span of control

    ANS: C PTS: 1

21. The official paths through which orders flow from management to personnel who carry out the orders are known as _____.
    a. channels of communication
    b. span of control
    c. chain of command
    d. unity of command

    ANS: A PTS: 1

22. When every member in an organization has only one supervisor, this is called _____.
    a. span of control
    b. chain of command
    c. unity of command

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d. flat organization

ANS: C PTS: 1

23. An organization with fewer lieutenants and captains, fewer staff departments, fewer staff assistants, more sergeants, and more patrol officers is known as a _____.
a. hierarchal organization
b. small organization
c. unified organization
d. flat organization

ANS: D PTS: 1

24. This type generally refers to a department's organizational structure and operations: It encourages flattening of the organization and places decision making at the level where information is plentiful, usually at the level of the patrol officer _____.
a. decentralization
b. centralization
c. flat organizations
d. span of control

ANS: A PTS: 1

25. All are broad strategic or organizational approaches currently operating in contemporary policing *except* _____.
a. community policing
b. traditional policing
c. problem-solving policing
d. CompStat policing

ANS: B PTS: 1

26. The philosophy that promotes "organization strategies, which supports the systematic use of partnership and problem solving techniques to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder and fear of crime" is _____.
a. problem-oriented policing
b. traditional policing
c. CompStat policing
d. community policing

ANS: D PTS: 1

27. Social psychologists and police officers tend to agree that if a window in a building is broken and is left unrepaired, all the rest of the windows will soon be broken. This theory is known as the _____.
a. broken-window theory
b. deteriorated neighborhood theory
c. sequence of events theory
d. differential association theory

ANS: A PTS: 1

28. Traditional policing is _____.
a. proactive
b. reactive
c. neither proactive or reactive

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d. both proactive and reactive

ANS: B PTS: 1

29. This type of policing focuses on determining the underlying causes of crime, fear of crime, and disorder and identifying solutions _____.
a. proactive
b. community
c. reactive
d. problem-solving

ANS: D PTS: 1

30. The combination of problem-solving policing and aggressive patrol is _____.
a. target enforcement
b. goal oriented policing
c. integrated patrol
d. CompStat policing

ANS: C PTS: 1

COMPLETION

31. A(n) _____ is an artificial structure created to coordinate either people or groups and resources to achieve a mission or goal.

ANS: organization

PTS: 1

32. The _____ is put together by design and rational plan.

ANS: formal organization

PTS: 1

33. Field operations' main division is the _____.

ANS: uniformed patrol

PTS: 1

34. The order of authority in an organization in referred to as its _____.

ANS: chain of command

PTS: 1

35. _____ are the official paths through which orders flow from management to personnel who carry out the orders.

ANS: Channels of communication

PTS: 1

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36. The _____ operates without official sanctions, but it influences the agency's performance.

ANS: informal organization

PTS: 1

37. The emerging law enforcement agency has a _____, is decentralized, and empowers its employees.

ANS: flattened organization

PTS: 1

38. In _____ various features of an organization may be altered, but the core framework is untouched.

ANS: transactional change

PTS: 1

39. _____ is a philosophy that promotes "organization strategies, which supports the systematic use of partnership and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder and fear of crime."

ANS: Community policing

PTS: 1

40. The _____ suggests that if it appears "no one cares," disorder and crime will thrive.

ANS: broken-window theory

PTS: 1

MATCHING

Match each statement to the item listed below

a. pyramid of authority
b. hierarchy
c. field services
d. line personnel
e. administrative services
f. chain of command
g. channels of communication
h. unity of command
i. span of control
j. flat organization

41. directly help accomplish the goals of the department using line personnel

42. supports those performing field services; includes recruitment and training, records and communication, planning and research and technical services

43. how messages are conveyed; usually follow the chain of command

44. the shape of the typical law enforcement hierarchy, with the chief at the peak and having full authority, down through managers (captains and lieutenants) and supervisors (sergeants), to those who accomplish most of the tasks (officers)

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45. the order of authority; begins at the top of the pyramid and flows down to the base

46. means that every individual in the organization has only one immediate superior or supervisor

47. how many people one individual manages or supervises

48. a group of people organized or classified by rank and authority

49. one with fewer lieutenants and captains, fewer staff departments, fewer staff assistants, more sergeants, and more patrol officers

50. those who actually perform most of the tasks outlined in the work plan

41. ANS: C PTS: 1
42. ANS: E PTS: 1
43. ANS: G PTS: 1
44. ANS: A PTS: 1
45. ANS: F PTS: 1
46. ANS: H PTS: 1
47. ANS: I PTS: 1
48. ANS: B PTS: 1
49. ANS: J PTS: 1
50. ANS: D PTS: 1

ESSAY

51. Discuss how the division of labor is divided in a law enforcement agency. Discuss any specific area in which duties may and do overlap one another.

    ANS:
    Answer Varies.

    PTS: 1

52. Discuss the broken-window theory and how it has affected law enforcement decisions in communities.

    ANS:
    Answer Varies.

    PTS: 1

53. Describe what CompStat is and its usefulness in a law enforcement organization.

    ANS:
    Answer Varies.

    PTS: 1

54. Discuss intelligence-led policing and describe the benefits and downfalls of this type of policing.

    ANS:
    Answer Varies.

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PTS: 1

55. Describe how traditional policing and community policing differ and the benefits and disadvantages of each.

ANS:
Answer Varies.

PTS: 1