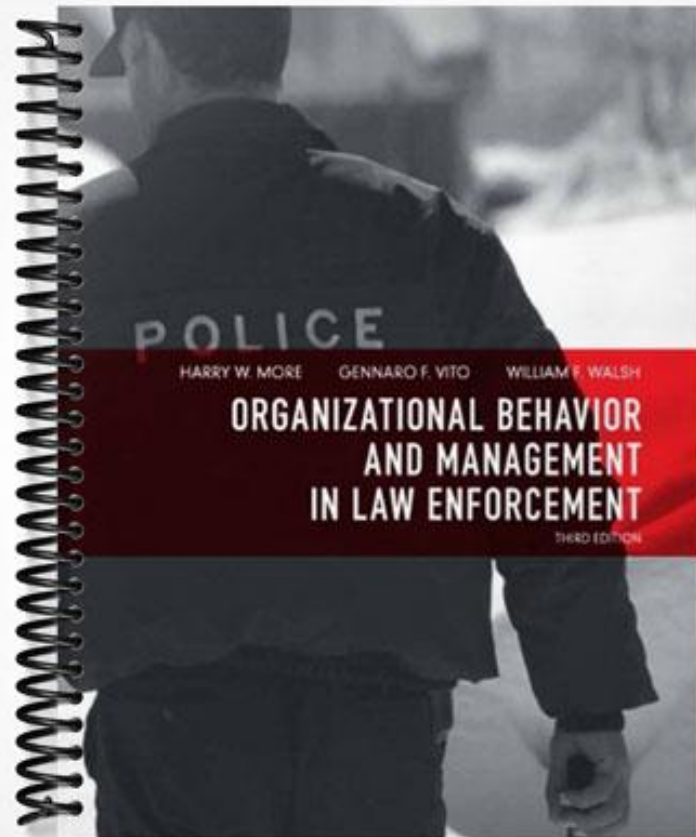


**TEST BANK**



POLICE

HARRY W. MORE    GENNARO F. VITO    WILLIAM F. WALSH

**ORGANIZATIONAL BEHAVIOR  
AND MANAGEMENT  
IN LAW ENFORCEMENT**

THIRD EDITION

Instructor's Manual and Test Bank

*for*

# **Organizational Behavior and Management in Law Enforcement**

**Third Edition**

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## CHAPTER 1

### POLICE ORGANIZATIONS: EVOLVING STRATEGIES

#### TRUE/FALSE QUESTIONS

1. Managerial and organizational effectiveness depends on willingness of employees to support and follow direction.

Answer: True

Objective: Define the term organization and its basic elements.

Page Number: 2

Level: Easy

2. The focus of the classical school is human resource development.

Answer: False

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 3

Level: Easy

3. In a bureaucratic organization authority is vested in the position and not the individual.

Answer: True

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 3

Level: Easy

4. During the years 1930 to 1970 individuals from within the police profession led a nationwide movement to transform politically dominated police-departments into rational-legal professional organizations.

Answer: True

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 4

Level: Easy

5. Frederick W. Taylor's managerial philosophy focused on human resource development

and work discretion.

Answer: False

Objective: Define scientific management.

Page Number: 5

Level: Easy

6. Henry Fayol principles of management were designed to improve organizational performance.

Answer: True

Objective: Define scientific management.

Page Number: 6

Level: Easy

7. Intelligence-Led Policing is a managerial philosophy based upon the concepts of community policing.

Answer: False

Objective: Identify the characteristics of systems theory.

Page Number: 14

Level: Easy

8. Problem-oriented policing emphasis on the use of data analysis to influence decisions and develop crime control strategy helped in the creation of Strategic Policing.

Answer: True

Objective: Compare and contrast the organizational strategies of the four eras of policing.

Page Number: 24

Level: Easy

9. Systems theory evolved as a way of analyzing the various environmental factors that influence organizations.

Answer: True

Objective: Identify the characteristics of systems theory.

Page Number: 11

Level: Easy

10. Compstat was developed by the Los Angeles Police Department.

Answer: False

Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

Page Number: 27

Level: Easy

### **MULTIPLE CHOICE QUESTIONS**

1. Which of the following describes a characteristic of a bureaucratic organization?

- a. management is a part time job
- b. authority is vested in the individual
- c. management is reduced to a set of rules
- d. all of the above

Answer: C

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 3

Level: Easy

2. A limitation of bureaucracies is that they

- a. dehumanize employees
- b. loosely structured
- c. promoters of innovation
- d. limiters of make work

Answer: A

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 4

Level: Easy

3. Scientific management provides for

- a. an emphasis on individual discretion

- b. "Rule of thumb" job design
- c. using scientific methods work efficiency
- d. limited training of employees

Answer: C

Objective: Define scientific management.

Page Number: 5

Level: Easy

4. Henri Fayol identified all of the following functions of each manager except
- a. planning
  - b. controlling
  - c. commanding
  - d. supporting

Answer: D

Objective: Define scientific management.

Page Number: 6

Level: Easy

5. Henry Fayol's principles of management were
- a. rigid
  - b. dogmatic
  - c. functional
  - d. loose

Answer: C

Objective: Define scientific management.

Page Number: 7

Level: Easy

6. Problems of police management identified by Leonhard F. Fuld included
- a. separation line and staff
  - b. non-professional heads of police department
  - c. excessive control of discretion
  - d. rigid job descriptions



Answer: B

Objective: Define scientific management.

Page Number: 7

Level: Easy

7. The Hawthorne effect involved
  - a. pay and benefits
  - b. length of the workday
  - c. psychological and social conditions in the workplace
  - d. none of the above

Answer: C

Objective: Identify the components of the acronym POSDCORB.

Page Number: 10

Level: Easy

8. In the Hawthorne plant the workers code included
  - a. controlling the amount of work accomplished
  - b. taking as many breaks as possible
  - c. assuming leadership positions
  - d. leaving work as early as possible

Answer: A

Objective: Identify the components of the acronym POSDCORB.

Page Number: 10

Level: Easy

9. The first comprehensive study of policing in the United States was conducted by
  - a. August Vollmer
  - b. O.W. Wilson
  - c. Robert Peel
  - d. Raymond Fosdick

Answer: D

Objective: Define scientific management.

Page Number: 8

Level: Easy

10. Raymond Fosdick suggested that for a sound police administrative organization to develop all of the following must be met except
- a. the relationship between supervision and work must be well balanced
  - b. the different parts of the mechanism must be adjusted to each other
  - c. the leadership should be close to the community
  - d. the whole machine must be adapted to its task

Answer: C

Objective: Define scientific management.

Page Number: 8

Level: Easy

11. The elements of the term POSDCORB mean all of the following except
- a. Planning
  - b. Ordering
  - c. Staffing
  - d. Directing

Answer: B

Objective: Identify the components of the acronym POSDCORB.

Page Number: 8

Level: Easy

12. The father of modern police administration is
- a. August Vollmer
  - b. O.W. Wilson
  - c. V.A. Leonard
  - d. Raymond Fosdick

Answer: A

Objective: Identify the components of the acronym POSDCORB.

Page Number: 9

Level: Easy

13. Human Relations Management means all of the following except
- a. personnel aspects of the manager's job
  - b. interrelationship of the employee and the organization
  - c. bureaucratic structural control
  - d. believing that organizational goals and human needs are compatible

Answer: C

Objective: Identify the components of the acronym POSDCORB.

Page Number: 10

Level: Easy

14. The systems approach emphasizes
- a. effectiveness of tasks measurements
  - b. developing one model for goal achievement
  - c. interdependence and interrelationships of parts to the whole
  - d. minimizing feedback

Answer: C

Objective: Define scientific management.

Page Number: 11

Level: Easy

15. Characteristics of the open system organizational model include
- a. organization exist in a stable environment
  - b. influence of environment inputs
  - c. hierarchical organization of authority
  - d. management by rules

Answer: B

Objective: Define scientific management.

Page Number: 11

Level: Easy

16. Since the 1980's \_\_\_\_\_ has accelerated the organizational shift in policing from closed to an open system perspective.
- a. scientific management
  - b. classical organizational theory
  - c. community policing
  - d. professional reform

Answer: C

Objective: Identify the characteristics of systems theory.

Page Number: 12

Level: Easy

17. The contingency management model consists of the following element(s)
- a. environment
  - b. the individual
  - c. the group
  - d. all of the above

Answer: D

Objective: List the key characteristics of the contingency approach to management.

Page Number: 14

Level: Easy

18. Police departments in the political era were characterized as:
- a. highly centralized
  - b. free from political influence
  - c. having strong organizational control

- d. providers of numerous social services

Answer: D

Objective: Identify the factors that determine police organizational structure.

Page Number: 19

Level: Easy

19. The organizational strategy of the reform era includes
- a. close ties to the community
  - b. the primary function of order maintenance
  - c. application of the principle of unity of command
  - d. decentralization

Answer: C

Objective: Identify the factors that determine police organizational structure.

Page Number: 21

Level: Easy

20. The organizational strategy of the community-policing era includes
- a. limited use of task forces
  - b. centralization of the patrol function
  - c. social service as the primary function
  - d. consultative problem solving relationship with the community

Answer: D

Objective: Identify the factors that determine police organizational structure.

Page Number: 25

Level: Easy

21. Methods of organizing police departments include all of the following except
- a. time
  - b. major process
  - c. clientele
  - d. assessment

Answer: D

Objective: Identify the factors that determine police organizational structure.

Page Number: 16

Level: Easy

22. The strategic management process (CompStat) developed by William Bratton and the NYPD command staff included all of the following except:
- a. information technology
  - b. problem solving by policy and procedure
  - c. operational strategy
  - d. managerial accountability

Answer: B

Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

Page Number: 27

Level: Easy

23. The underlying principle of COMPSTAT is that
- a. community service officer's direct strategy
  - b. command discretion must be controlled
  - c. planning should be centralized
  - d. police can have a substantial positive impact on crime

Answer: D

Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

Page Number: 28

Level: Easy

24. The basic tasks of strategic police management include all of the following except
- a. creation of a strategic vision
  - b. translating the vision into specific performance outcomes

- c. emphasis on polices, rules and procedures
- d. crafting a strategy

Answer: C

Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

Page Number: 30

Level: Easy

25. Intelligence-led policing involves all of the following elements except:
- a. employs crime analysis and criminal intelligence to focus police strategy
  - b. targets serious offenders and offenses
  - c. uses a Compstat management and accountability process
  - d. employs a community oriented neighborhood based strategy.

Answer: D

Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

Page Number: 29-30

Level: Easy

## **DISCUSSION QUESTIONS**

1. What were the classical school theorists trying to accomplish?

Answer: Answers will vary

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 3

Level: Easy

2. What are the characteristics of a bureaucracy?

Answer: Answers will vary

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 3

Level: Easy

3. What are the limitations of a bureaucracy?

Answer: Answers will vary

Objective: Identify the focus of the classical school and its organizational model.

Page Number: 4-5

Level: Easy

4. List Henri Fayol's elements of management.

Answer: Answers will vary

Objective: Define scientific management.

Page Number: 6

Level: Easy

5. Describe the findings of the Hawthorne studies.

Answer: Answers will vary

Objective: Identify the components of the acronym POSDCORB.

Page Number: 10

Level: Easy

6. How would you apply the open organization model to a typical medium police department?

Answer: Answers will vary

Objective: Identify the characteristics of systems theory.

Page Number: 13

Level: Easy

7. What are the O. W. Wilson's nine principles of management?

Answer: Answers will vary

Objective: Identify the factors that determine police organizational structure.

Page Number: 20-21

Level: Easy

8. What are the distinguishing features of Strategic Policing?



Answer: Answers will vary

Objective: Identify the factors that determine police organizational structure.

Page Number: 27

Level: Easy

9. What are the basic elements of Intelligence-Led policing?

Answer: Answers will vary

Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

Page Number: 29-30

Level: Easy