

Chapter 2 Organization and Administration Principles and Practices

Chapter 2 Multiple Choice

Choose the best answer.

1. Formal organizations have been identified by asking the question, “Who benefits?” Which of the following are considered to be formal organizations?

- a. Mutual benefit associations
- b. Business concerns
- c. Service organizations
- d. Commonweal
- e. All are classified as formal organizations.

Answer: e

Objective: define organizations and the types of organizations

Page number: 22

Level: Basic

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:

- a. scientific management.
- b. systems management.
- c. human relations management.
- d. management by objectives.
- e. None of the above

Answer: c

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 22

Level: Intermediate

3. In building the organizational structure, which of the following principles would not be considered?

- a. Principle of the objective
- b. Principle of responsibility
- c. Principle of span of control
- d. Principle of less authority

e. None of the above.

Answer: d

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 27

Level: Intermediate

4. Several elements compose the communication process; which of the following is not one of them?

- a. Transmission
- b. Encoding
- c. Reception
- d. Telepathy
- e. All the above are elements of the communication process.

Answer: d

Objective: describe the primary components of communication, such as its process, barriers, cultural cues, and upward/downward/horizontal forms

Page number: 30

Level: Basic

5. Definitions of leadership include the following statement:

- a. "The process of advancing the recognition of the group's leader(s)"
- b. "Working with and through individuals and groups to accomplish organizational goals"
- c. "The activity of influencing individuals to adopt the leader's viewpoint"
- d. "The exercise of complete control over the group"

Answer: b

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 34

Level: Intermediate

6. _____ refers to the fact that organizations are composed of people who interact with one another and with people in other organizations.

- a. Open entity
- b. Working entity
- c. Social entity
- d. Closed entity

Answer: c

Objective: define organizations and the types of organizations
Page number: 22
Level: Intermediate

7. An early school of management theory that is concerned primarily with the efficiency and output of the individual worker.
- a. Human relations management
 - b. Scientific management
 - c. Management by objectives
 - d. Systems management

Answer: b

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management
Page number: 22
Level: Basic

8. _____, who first emphasized time and motion studies, is known today as the father of scientific management.
- a. Max Weber
 - b. Peter Drucker
 - c. Ronald Lynch
 - d. Frederick W. Taylor

Answer: d

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management
Page number: 22
Level: Basic

9. The theory of POSDCORB, an acronym for:
- a. Planning, organizing, staffing, detection, coordinating, reporting, and budgeting
 - b. Planning, organizing, staffing, directing, coordinating, reporting, and budgeting
 - c. Planning, organizing, staffing, directing, contrasting, requesting, and budgeting
 - d. Planning, observing, staffing, directing, coordinating, reporting, and budgeting

Answer: b

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management
Page number: 22
Level: Basic

10. Features of the human relations and scientific management approaches were combined in the _____ approach.

- a. directing management
- b. planning management
- c. procurement management
- d. systems management

Answer: d

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 22

Level: Basic

11. _____ developed a hierarchy of needs.

- a. Abraham Maslow
- b. Peter Drucker
- c. Robert Blake
- d. Douglas McGregor
- e. None of the above

Answer: a

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 22

Level: Basic

12. _____ developed the general theory of human motivation.

- a. Abraham Maslow
- b. Peter Drucker
- c. Robert Blake
- d. Douglas McGregor
- e. None of the above

Answer: d

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 24

Level: Basic

13. _____ developed the “managerial grid,” which emphasized two concerns—for tasks and for people—that managers must have.

- a. Abraham Maslow

- b. Jane Mouton
- c. Robert Blake
- d. Douglas McGregor
- e. Both B and C

Answer: d

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 22

Level: Basic

14. The idea of a pure bureaucracy was developed by _____, the “father of sociology.”

- a. Abraham Maslow
- b. Jane Mouton
- c. Max Weber
- d. Douglas McGregor

Answer: c

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 24

Level: Basic

15. Max Weber argued that if a bureaucratic structure is to function efficiently, it must have the following elements, except:

- a. routinization and standardization.
- b. division of labor.
- c. experimentation.
- d. hierarchy of authority.
- e. All are necessary elements.

Answer: c

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 25

Level: Basic

16. An organization's committing such resources as funds, personnel/labor, and equipment toward accomplishing a goal or mission.

- a. Planning
- b. Reorganization

- c. Inputs
- d. Outputs

Answer: c

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 25

Level: Basic

17. An organization's desired outcome, goods, or services.

- a. Planning
- b. Reorganization
- c. Inputs
- d. Outputs

Answer: d

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 25

Level: Basic

18. _____ precipitates the need for more personnel, greater division of labor, specialization, written rules, and other such elements.

- a. Planning
- b. Growth
- c. Engineering
- d. Reduction in force
- e. None of the above

Answer: b

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 25

Level: Basic

19. Maslow believed that people's basic and primary needs or drives are physiological (survival), safety or security, social, ego (self-esteem), and _____.

- a. actualization
- b. dreams
- c. sympathy
- d. apathy
- e. None of the above

Answer: a

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 40

Level: Basic

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.

- a. actualization
- b. contingency
- c. expectancy
- d. X and Y
- e. None of the above

Answer: b

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 42

Level: Intermediate

21. The tendency for organizations to promulgate written rules, policies, and procedures has been caused by three contemporary developments that include all except:

- a. administrative due process.
- b. civil liability.
- c. rights to flexible hours.
- d. labor contracts.
- e. None of the above

Answer: c

Objective: describe the rights and interests—and legal aspects—concerning both employees and employers regarding employees' personal appearance at the workplace

Page number: 33

Level: Intermediate

Chapter 2 True/False

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

- a. True
- b. False

Answer: False

Objective: define organizations and the types of organizations

Page number: 22

Level: Intermediate

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

a. True

b. False

Answer: True

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 28

Level: Basic

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

a. True

b. False

Answer: False

Objective: describe the primary components of communication, such as its process, barriers, cultural cues, and upward/downward/horizontal forms

Page number: 31

Level: Intermediate

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

a. True

b. False

Answer: False

Objective: explain the uniqueness of communication within police organizations

Page number: 31

Level: Basic

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

a. True

b. False

Answer: True

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 35

Level: Basic

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

- a. True
- b. False

Answer: False

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 35

Level: Basic

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

- a. True
- b. False

Answer: False

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 22

Level: Basic

8. 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).

- a. True
- b. False

Answer: False

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 22

Level: Basic

9. Early management studies, beginning in the 1920s, indicated that the supervisor who was "employee centered" was more effective than one who was "production centered."

- a. True

b. False

Answer: True

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 23

Level: Intermediate

10. 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.

a. True

b. False

Answer: True

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 23

Level: Intermediate

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

a. True

b. False

Answer: True

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 37

Level: Intermediate

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

a. True

b. False

Answer: False

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 36

Level: Intermediate

13. 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.

- a. True
- b. False

Answer: False

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 36

Level: Intermediate

14. 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.

- a. True
- b. False

Answer: True

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 35

Level: Intermediate

15. 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).

- a. True
- b. False

Answer: False

Objective: describe the challenges and implications of new generations of workers who will soon be entering the workplace

Page number: 43

Level: Intermediate

16. 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.

- a. True
- b. False

Answer: False

Objective: describe the challenges and implications of new generations of workers who will soon be entering the workplace

Page number: 43

Level: Intermediate

Chapter 2 Fill in the Blank

1. 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.

Answer: encode

Objective: describe the primary components of communication, such as its process, barriers, cultural cues, and upward/downward/horizontal forms

Page number: 30

Level: Intermediate

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

Answer: span of control

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 27

Level: Basic

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

Answer: inefficiency, waste

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 25

Level: Intermediate

4. 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)_____.

Answer: bureaucracy

Objective: understand the evolution of organizational theory, including scientific, human relations, systems, and bureaucratic management

Page number: 24

Level: Basic

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

Answer: laissez-faire

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 37

Level: Basic

6. In a _____ culture, communication and collaboration are promoted so that everyone is engaged in identifying and solving problems.

Answer: learning organization

Objective: define organizations and the types of organizations

Page number: 44

Level: Basic

7. Generation Y will probably be more _____ and the most _____ literate workers ever to hit the job market.

Answer: team-oriented; technically

Objective: describe the challenges and implications of new generations of workers who will soon be entering the workplace

Page number: 44

Level: Basic

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

Answer: contingency

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 42

Level: Basic

9. 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.

Answer: expectancy

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 42

Level: Basic

10. _____ 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.

Answer: Written communication

Objective: describe the rights and interests—and legal aspects—concerning both employees and employers regarding employees’ personal appearance at the workplace

Page number: 33

Level: Basic

Chapter 2 Matching

| | |
|---------------------|--|
| 1. Feedback | a. Designed to bring the individual and the organization together |
| 2. Indoctrination | b. Concerned primarily with the efficiency and output of the individual worker |
| 3. Unity of command | c. The number of subordinates a chief executive, manager, or supervisor in a criminal justice organization can effectively supervise |
| 4. Bureaucracy | d. Communication designed to motivate the employee |

| | |
|-------------------------------------|--|
| 5. Span of control | e. The continuous task of making decisions |
| 6. Systems management | f. An organization’s goals and the public it is intended to serve |
| 7. Directing | g. Division of labor, hierarchy of authority |
| 8. Scientific management | h. Communication appraising how an individual performs the assigned task |
| 9. Relatively identifiable boundary | i. Only one person should be in command or control of a situation or an employee |
| 10. Grapevine | j. An informal means of circulating and communicating information or gossip |

Answers:

1. H

2. D
3. I
4. G
5. C
6. A
7. E
8. B
9. F
10. J

Chapter 2 Essay

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

Answer: encoding, transmission, medium, reception, decoding, and feedback

Objective: describe the primary components of communication, such as its process, barriers, cultural cues, and upward/downward/horizontal forms

Page number: 30

Level: Intermediate

2. Explain the concepts of unity of command and span of control as they relate to a law enforcement agency.

Answer: 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.

Objective: understand the major components of organizational structure, such as span of control and unity of command

Page number: 27

Level: Intermediate

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

Answer: technical, human, and conceptual

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 37

Level: Intermediate

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

Answer: 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.

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 39

Level: Intermediate

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

Answer: maintenance or hygiene factors and motivational factors

Objective: comprehend the primary leadership theories and skills, including the characteristics and skills of America's best leaders

Page number: 41

Level: Intermediate

Chapter 2 Critical Thinking

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

Answer: Answers will vary as it calls for opinion.

Objective: describe the challenges and implications of new generations of workers who will soon be entering the workplace

Page number: 41

Level: Advanced

2. 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?

Answer: Answers will vary as it calls for opinion.

Objective: describe the challenges and implications of new generations of workers who will soon be entering the workplace

Page number: 43

Level: Advanced

Chapter 3

Rights of Criminal Justice Employees

Chapter 3 Multiple Choice

1. This major piece of legislation is the instrument by which an employee may sue an employer for civil rights violations based on the deprivation of constitutional rights.

- a. Title 47, U.S. Code Section 1331
- b. Title 18, U.S. Code Section 1221
- c. Title 42, U.S. Code Section 1983
- d. Title 32, U.S. Code Section 1982
- e. None of the above

Answer: c

Objective: describe laws and rights affecting criminal justice employees

Page number: 52

Level: Basic

2. Law and litigation affecting criminal justice employees can arise out of:

- a. The U.S. Constitution
- b. State constitutions
- c. Statutes
- d. Administrative regulations
- e. All of the above

Answer: e

Objective: describe laws and rights affecting criminal justice employees

Page number: 50

Level: Basic

3. In the use of testing to determine suitability for employment, the critical question for such tests is whether the test is:

- a. valid.
- b. geared for younger candidates.
- c. geared for more experienced candidates.
- d. designed to eliminate candidates with lower IQs.

Answer: a

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 52

Level: Basic

4. In certain situations, a rationale for discriminating on the basis of a business necessity is referred to as:

- a. Pro bono hiring (PBH).
- b. Bona fide qualified employee (BFQE).
- c. Bona fide occupational qualifier (BFOQ).
- d. Per se qualifiers (PSQ).

Answer: c

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 52

Level: Basic

5. The U.S. Supreme Court has set forth four elements of a due process claim under Section 1983 that include all except:

- a. A person acting under color of state law.
- b. A U.S. citizen must be deprived.
- c. A constitutionally protected property right must exist.
- d. Deprived of the right without due process of law.
- e. All the above are elements.

Answer: b

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

6. The U.S. Supreme Court's guidance on the question of whether an employee possesses a constitutionally protected property interest in their benefit of employment includes all of the following except:

- a. An employee must have a unilateral expectation of it.
- b. A legitimate claim of entitlement to it must exist.
- c. Benefit of employment upon which employee relies
- d. Deprived of the right without due process of law

Answer: a

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

7. Those employees who are categorized as policymaking employees typically possess a(n) _____ exception to the contemporary property interest view.

- a. conditional
- b. beneficial
- c. automatic
- d. perpetual
- e. None of the above

Answer: c

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

8. The Fair Labor Standards Act (FLSA) was enacted in 1938 to establish minimum wages and to require overtime compensation:

- a. in the public sector.
- b. in the private sector.
- c. in special circumstances related to war.
- d. Both A and B
- e. None of the above

Answer: b

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 55

Level: Intermediate

9. The U.S. Supreme Court's ruling in _____ served to bring local police employees under the coverage of the FLSA.

- a. *Bakke v. Regents*
- b. *Gardner v. Broderick*
- c. *Cooper v. Pate*
- d. *Garcia v. San Antonio Transit Authority*
- e. None of the above

Answer: D

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 56

Level: Intermediate

10. According to the FLSA, overtime must also be paid to personnel for all work in excess of _____ in a 7-day cycle or 171 hours in a 28-day period.

- a. 42 hours
- b. 45 hours
- c. 50 hours

- d. 52 hours
- e. None of the above

Answer: e

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 56

Level: Intermediate

11. The FLSA's overtime provisions apply to all the following persons employed in a police agency except:

- a. a rookie patrol officer.
- b. a corporal who is a K-9 officer.
- c. an entry-level record clerk.
- d. a communications officer with six months on the job.
- e. a newly promoted sergeant.

Answer: e

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 56

Level: Intermediate

12. Disparate treatment in pay and benefits can be litigated under:

- a. Title VII.
- b. the Equal Pay Act.
- c. the equal protection clause.
- d. All of the above
- e. None of the above

Answer: d

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace justice employees

Page number: 56

Level: Intermediate

13. Which of the following entities is exempted from the coverage of the Occupational Safety and Health Act (OSHA), in 29 U.S.C. 652?

- a. Federal
- b. State
- c. County
- d. City
- e. All of the above

Answer: e

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace justice employees

Page number: 57

Level: Intermediate

14. Generally, police administrators have the constitutional authority to regulate employees' off-duty associational activities in the instance of:

- a. a general consensus of dislike of the officer by other officers.
- b. sexual conduct that involves a supervisory/subordinate relationship.
- c. involvement with associations that adversely impact employees' ability to do their jobs.
- d. associations that impair the effectiveness and efficiency of the organization.
- e. None of the above

Answer: a

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace justice employees

Page number: 57

Level: Intermediate

15. According to the textbook, police firearms regulations tend to address basic issues which include all of the following except:

- a. limitations on when the weapon may be fired.
- b. guidelines for carrying the weapon while off-duty.
- c. requirements for the safeguarding of the weapon.
- d. limitations based on the gender of the officer carrying the weapon.

Answer: d

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace justice employees

Page number: 65

Level: Intermediate

16. Controversy surrounding the drug-testing issue has been based on the following:

- a. whether testing should be permitted when there is no indication of a drug problem in the workplace.
- b. whether testing methods are reliable.
- c. whether a positive test proves on-the-job impairment.
- d. All the above

Answer: d

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace justice employees

Page number: 66

Level: Intermediate

17. Legislation known as the Peace Officers' Bill of Rights mandates due process rights for peace officers who are the subject of internal investigations that could lead to disciplinary action. Provided that the officer has complied with the investigation, the following must be afforded to the accused officer:

- a. written notice of the nature of the investigation.
- b. the officer may have an attorney or a representative of his/her choice.
- c. a mandatory polygraph paid for by the employing department.
- d. Both A and B
- e. None of the above

Answer: d

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 68

Level: Intermediate

18. All forms of workplace harassment that are violations of Title VII of the Civil Rights Act of 1964 and other federal laws include unwelcomed verbal and/or physical conduct based on all of the following, except:

- a. race.
- b. color.
- c. national origin.
- d. chosen domicile.
- e. None of the above

Answer: d

Objective: delineate the nature and impact of workplace harassment in criminal justice

Page number: 68

Level: Basic

19. Hostile work environment, as defined in Title VII actions, which occurs when unwelcome comments or conduct based on sex, race, or other legally protected characteristics unreasonably interferes with an employee's work performance or creates an offensive work environment, includes which of the following?

- a. Making offensive remarks about looks, clothing, and/or body parts
- b. Sending or telling suggestive communications of a lewd or sexual nature
- c. A customary handshake commonly used as a greeting
- d. All of the above
- e. Both A and B

Answer: e

Objective: delineate the nature and impact of workplace harassment in criminal justice

Page number: 68

Level: Basic

20. The provisions of the Family and Medical Leave Act (FMLA) entitle eligible employees to take up to _____ weeks of unpaid, job-protected leave in a _____-month period.

- a. 12; 12
- b. 12; 24
- c. 14; 12
- d. 13; 12
- e. None of the above

Answer: a

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Basic

21. The Family and Medical Leave Act (FMLA) applies to all public agencies, including state, local, and federal employers; local schools; and private sector employers with _____ or more employees in _____ or more work weeks and who are engaged in commerce.

- a. 70; 20
- b. 65; 30
- c. 50; 20
- d. 80; 25
- e. None of the above

Answer: c

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Basic

22. Americans with Disabilities Act (ADA) of 1990 applies to all of the following agencies, except:

- a. the ATF
- b. state government agencies.

- c. local government agencies.
- d. the FBI
- e. Both A and D.

Answer: e
Objective: describe the Americans with Disabilities Act
Page number: 70
Level: Basic

23. _____ of the Americans with Disabilities Act (ADA) makes it illegal to discriminate against persons with disabilities.

- a. Title II
- b. Title I
- c. Title IV
- d. Title VII
- e. None of the above

Answer: b
Objective: describe the Americans with Disabilities Act
Page number: 70
Level: Basic

Chapter 3 True/False

1. Law and litigation affecting criminal justice employees never arises from state constitutions; they only arise from federal statutes, administrative regulations, and judicial interpretations and rulings.

- a. True
- b. False

Answer: False
Objective: describe laws and rights affecting criminal justice employees
Page number: 35
Level: Basic

2. Title VII of the Civil Rights Act of 1964 and its amendments (42 U.S.C. 2000e) establishes a federal policy requiring fair employment practices in the private sector only.

- a. True
- b. False

Answer: False
Objective: describe laws and rights affecting criminal justice employees

Page number: 50
Level: Basic

3. The critical questions surrounding the use of testing to determine employment suitability are whether it is valid, used for discriminatory purposes or has an unequal impact on protected groups.

- a. True
- b. False

Answer: True
Objective: describe laws and rights affecting criminal justice employees
Page number: 50
Level: Basic

4. A business justification for a hiring policy can never be justified when it would result in a disparate impact.

- a. True
- b. False

Answer: False
Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace
Page number: 52
Level: Basic

5. Courts in the United States have consistently held that a probationary civil service employee has the same property interest as any other employee and cannot be discharged without a hearing.

- a. True
- b. False

Answer: False
Objective: explain the elements of a due process claim under U.S. Section 1983
Page number: 55
Level: Intermediate

6. The U.S. Supreme Court has provided some general guidance on the question of a constitutionally protected property interest in that the employee must have a legitimate claim of entitlement to it.

- a. True
- b. False

Answer: True

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

7. A federal law establishing minimum wages and requiring overtime compensation in the private and public sector is Title VII of the Civil Rights Act of 1964.

a. True

b. False

Answer: False

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 50

Level: Intermediate

8. The FLSA's overtime provisions apply to all persons employed in a police department in a bona fide executive, administrative, or professional capacity.

a. True

b. False

Answer: False

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 50

Level: Intermediate

9. The Pregnancy Discrimination Act only requires that an employer not treat pregnancy differently from any other temporary medical condition.

a. True

b. False

Answer: True

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace justice employees

Page number: 57

Level: Intermediate

10. There are no entities in the public sector that are exempted from the coverage of the Occupational Safety and Health Act (OSHA) in 29 U.S.C. 652.

a. True

b. False

Answer: False

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace for justice employees

Page number: 57

Level: Intermediate

11. To be eligible for Family and Medical Leave Act (FMLA) benefits, an employee must work for a covered employer.

a. True

b. False

Answer: True

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Basic

12. The Family and Medical Leave Act (FMLA) applies to all public agencies, including state, local, local schools, and private sector employers with 75 or more employees.

a. True

b. False

Answer: False

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Basic

13. All forms of harassment covered by Title VII of the Civil Rights Act of 1964 and other federal laws are not considered a form of discrimination and are not actionable as such.

a. True

b. False

Answer: False

Objective: delineate the nature and impact of workplace harassment in criminal justice

Page number: 68

Level: Basic

14. Workplace harassment is defined as unwelcome verbal or physical conduct (whether or not of a sexual nature) that creates a hostile work environment. A change in an employment status or benefits is not actionable under Title VII.

- a. True
- b. False

Answer: False

Objective: delineate the nature and impact of workplace harassment in criminal justice

Page number: 68

Level: Basic

15. The Federal Bureau of Investigation is exempt from the Americans with Disabilities Act (ADA) requirements as are other certain agencies in the federal government.

- a. True
- b. False

Answer: True

Objective: describe the Americans with Disabilities Act

Page number: 70

Level: Basic

16. A person has a disability under the Americans with Disabilities Act if he or she has any degree of impairment that may affect a life activity, no matter how slight.

- a. True
- b. False

Answer: False

Objective: describe the Americans with Disabilities Act

Page number: 70

Level: Basic

Chapter 3 Fill in the Blank

1. The _____ Act provides minimum salary and overtime provisions covering both public and private sector employees.

Answer: Fair Labor Standards

Objective: describe laws and rights affecting criminal justice employees

Page number: 50

Level: Basic

2. Title _____ of the _____ Act establishes a federal policy requiring fair employment practices in both the public and private sectors.

Answer: VII of the Civil Rights

Objective: describe laws and rights affecting criminal justice employees

Page number: 52

Level: Basic

3. To treat people differently because of their age, gender, sex, or other protected status is _____ treatment. It is also illegal to deny equal employment opportunities to such persons; that is _____ impact.

Answer: disparate; disparate

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 52

Level: Basic

4. A rationale for discriminating on the basis of a business necessity is referred to as a _____.

Answer: bona fide occupational qualifier

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 52

Level: Basic

5. In 1985, the U.S. Supreme Court reversed itself in the case of _____ bringing local police employees under the coverage of the FLSA.

Answer: Garcia v. San Antonio Transit

Objective: define the impact of the Fair Labor Standards Act on criminal justice employees

Page number: 56

Level: Basic

6. According to rulings made by the U.S. Supreme Court regarding constitutionally protected property, a person clearly must have more than an abstract need or desire for it. A _____ claim of entitlement to it must exist.

Answer: legitimate

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

7. In the development of property interests in employment, it has also been established that a(n) _____ employee has little or no property interest in employment.

Answer: probationary

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

8. Regarding duties owed by public employers to their employees in providing a safe workplace, governments on all levels are exempted from the coverage of the _____ in 29 U.S.C. 652.

Answer: Occupational Safety and Health Act (OSHA)

Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 57

Level: Intermediate

9. Legislation mandating due process rights for peace officers who are the subject of internal investigations that could lead to disciplinary action is known as the _____.

Answer: Peace Officers' Bill of Rights

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 67

Level: Intermediate

10. Any employee wishing to initiate an Equal Employment (EEO) complaint arising out of the prohibited conduct described earlier must contact an EEO official within _____ days of the incident.

Answer: 45

Objective: delineate the nature and impact of workplace harassment in criminal justice

Page number: 69

Level: Basic

11. A _____ occurs when unwelcome comments or conduct based on sex, race, or other legally protected characteristics unreasonably interferes with an employee's work performance or creates an offensive work environment.

Answer: hostile work environment

Objective: delineate the nature and impact of workplace harassment in criminal justice

Page number: 68

Level: Basic

12. The Family Medical Leave Act (FMLA) entitles eligible employees to take up to _____ weeks of unpaid, job-protected leave in a _____-month period for specified family and medical reasons.

Answer: 12; 12

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Basic

13. The Family Medical Leave Act (FMLA) applies to all public agencies, including state, local, and federal employers; local schools; and private sector employers with ____ or more employees in ____ or more workweeks and who are engaged in commerce.

Answer: 50; 20

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Basic

14. A person has a disability under the Americans with Disabilities Act if he or she has a mental or physical impairment that substantially limits a _____, such as walking, talking, breathing, sitting, standing, or learning.

Answer: major life activity

Objective: describe the Americans with Disabilities Act

Page number: 70

Level: Basic

15. Certain _____ agencies are exempt from the Americans with Disabilities Act requirements.

Answer: federal

Objective: describe the Americans with Disabilities Act

Page number: 70

Level: Basic

Chapter 3 Matching

| | |
|-------------------------------------|--|
| 1. Americans with Disabilities Act | a. Due process rights for peace officers who are the subject of internal investigations that could lead to disciplinary action |
| 2. Affirmative action | b. Unwelcome verbal or physical conduct (whether or not of a sexual nature) that creates a hostile work environment |
| 3. Bona fide occupational qualifier | c. Action policies that have resulted in unfair treatment for members of majority groups |
| 4. Disparate treatment | d. Legislation that limits partisan political activities by governmental employees |
| 5. Fair Labor Standards Act | e. Legislation making it illegal to discriminate against persons with disabilities in their |

| | |
|-----------------------------------|--|
| | recruitment, hiring, and promotion practices. |
| 6. Family and Medical Leave Act | f. A rationale for discriminating on the basis of a business necessity |
| 7. Hatch Acts | g. Treating people differently because of their age, gender, sex, or other protected status |
| 8. Peace Officers' Bill of Rights | h. Policies that favor persons or groups who have suffered from discrimination, particularly in employment or education |
| 9. Reverse discrimination | i. Legislation that entitles eligible employees to take unpaid, job-protected leave for specified family and medical reasons |
| 10. Workplace harassment | j. A federal law establishing minimum wages and requiring overtime compensation |

Answers:

1. E
2. H
3. F
4. G
5. J
6. I
7. D
8. A
9. C
10. B

Chapter 3 Essay

1. Discuss what is meant by a bona fide occupational qualifier (BFOQ) in the process of recruiting and hiring. Give an example of a bona fide occupational qualifier and the reasons it is permissible.

Answer: In certain situations, a rationale for discriminating on the basis of a business necessity
Objective: delineate and describe several aspects and rights of the employment relationship, such as proper recruitment and hiring, disparate treatment, affirmative action, property rights, pay and benefits, and providing a safe workplace

Page number: 52

Level: Intermediate

2. List and describe the four elements of a due process claim set forth by the U.S. Supreme Court under Title 42 U.S.C. Section 1983.

Answer: (1) A person acting under color of state law (2) deprived an individual (3) of constitutionally protected property (4) without due process of law

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 55

Level: Intermediate

3. List and explain the three basic rights associated with the Peace Officers Bill of Rights (POBR).

Answer: (1) Written notice (2) Right to representation (3) Polygraph examination

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 67

Level: Intermediate

Chapter 3 Critical Thinking

1. The U.S. Supreme Court's ruling in the *Von Raab* case essentially validated the U.S. Customs Service's implementation of a drug-screening program that required urinalysis for certain employees. What do you believe would have been the effect on the federal workplace if the Court had ruled in favor of the Treasury Employees Union and their assertion that a "suspicionless search" situation had been created?

Answer: Answers will vary

Objective: explain the elements of a due process claim under U.S. Section 1983

Page number: 66

Level: Advanced

2. Family and Medical Leave Act (FMLA), enacted by Public Law 103-3, became effective in August 1993 and is administered and enforced by the U.S. Department of Labor's Wage and Hour Division. The FMLA entitles eligible employees to take up to 12 weeks of unpaid leave. Should this leave be paid? Why or why not? Explain your answer to include the impact on the public and private sectors.

Answer: Answers will vary

Objective: review the eligibility requirements for Family and Medical Leave Act benefits

Page number: 69

Level: Advanced

Chapter 4 Police Organization and Operation

Chapter 4 Multiple Choice

1. The advantages to specialization in large police departments include all the following except:
- a. development of expertise.
 - b. placement of responsibility.
 - c. cross-training.
 - d. group esprit de corps.
 - e. All of the above are advantages.

Answer: c

Objective: understand the division of labor in an organization

Page number: 80

Level: Basic

2. Which of the following is a law enforcement organizational spatial differentiation structure?
- a. Centralization
 - b. Administrative intensity
 - c. Formalization
 - d. Vertical differentiation
 - e. None of the above

Answer: d

Objective: describe the seven elements of police organizational structure

Page number: 80

Level: Intermediate

3. Which of the following is a law enforcement organizational element that is not spatial differentiation structure?
- a. Vertical differentiation
 - b. Administrative intensity
 - c. Formalization
 - d. Centralization
 - e. None of the above

Answer: a

Objective: describe the seven elements of police organizational structure

Page number: 80

Level: Intermediate

4. The patrol function is often called the _____ of policing and is the primary line element.

- a. non-essential element
- b. departmental optional division
- c. sole function
- d. backbone
- e. None of the above

Answer: d

Objective: understand why police agencies are arranged into organizations

Page number: 82

Level: Basic

5. If the police were totally successful in their patrol and crime prevention efforts, according to the textbook the _____ division would be unnecessary.

- a. administrative
- b. record
- c. traffic
- d. investigative
- e. None of the above

Answer: d

Objective: understand why police agencies are arranged into organizations

Page number: 84

Level: Basic

6. The quasi-military style of policing is characterized by the following:

- a. wearing uniforms.
- b. the use of rank designations.
- c. the practice of carrying less lethal weapons.
- d. the absence of a hierarchical command structure.
- e. Both A and B.

Answer: e

Objective: explain how the military model can both help and hinder policing

Page number: 85

Level: Basic

7. Proponents of the military style of policing uphold the model's tradition because of the following:

- a. It is autocratic.
- b. The use of strict discipline

- c. It is intellectually and creatively constraining.
- d. It is secretive.
- e. Both A and B

Answer: b

Objective: explain how the military model can both help and hinder policing

Page number: 85

Level: Basic

8. Critics of the military style of policing do not support the model's tradition because of the following:

- a. It is autocratic.
- b. The use of strict discipline
- c. Respect for chain of command
- d. "Elite warrior" self-image is a positive.
- e. None of the above

Answer: a

Objective: explain how the military model can both help and hinder policing

Page number: 85

Level: Basic

9. Policies should be _____, then modified according to the changing times and circumstances of the department and community.

- a. utilized as a basic suggestion
- b. stated as basic guidelines
- c. committed to writing
- d. committed to memory
- e. Both B and C

Answer: Both B and C

Objective: define the purposes of policies, procedures, rules, and regulations in police organizations

Page number: 86

Level: Basic

10. Procedures are:

- a. specific managerial guidelines that leave little or no latitude for individual discretion.
- b. are general suggestions open to interpretation.
- c. specific guidelines that serve to direct employee actions.
- d. written guidelines that are general in nature.
- e. None of the above.

Answer: c
Objective:
Page number:
Level: Basic

11. Policies are:

- a. specific managerial guidelines that leave little or no latitude for individual discretion.
- b. are general suggestions open to interpretation.
- c. specific guidelines that serve to direct employee actions.
- d. written guidelines that are general in nature.
- e. None of the above.

Answer: d
Objective: define the purposes of policies, procedures, rules, and regulations in police organizations
Page number:
Level: Basic

12. Rules and regulations are:

- a. specific managerial guidelines that leave little or no latitude for individual discretion.
- b. general suggestions open to interpretation.
- c. specific guidelines that serve to direct employee actions.
- d. written guidelines that are general in nature.
- e. None of the above

Answer: a
Objective: define the purposes of policies, procedures, rules, and regulations in police organizations
Page number: 86
Level: Basic

13. Community-oriented policing and problem solving is a philosophy, management style, and organizational strategy that promotes _____ problem solving.

- a. reactive
- b. conditional
- c. guided
- d. selective
- e. None of the above

Answer: e
Objective: explain community policing and its problem-solving S.A.R.A. process
Page number: 87

Level: Basic

14. The S.A.R.A. process provides officers with a logical, step-by-step framework in which to do all of the following except:

- a. Identify.
- b. Analyze.
- c. Dismiss.
- d. Evaluate.
- e. None of the above

Answer: c

Objective: explain community policing and its problem-solving S.A.R.A. process

Page number: 87

Level: Basic

15. One of the major changes in policing that has occurred since September 11, 2001 is:

- a. a shift in emphasis back to the professional era of policing.
- b. a shift in emphasis from quasi-military to non-military style policing.
- c. a shift in emphasis from community policing to citizens on patrol.
- d. a shift in emphasis from community policing to homeland security.
- e. None of the above

Answer: d

Objective: review how police organization and operation appear to have changed since 9/11, particularly in areas such as mission and emphasis, economies and practices, and the debate about whether or not this has led to too much federalization and militarization

Page number: 91

Level: Intermediate

16. Some observers have perceived a shift from community policing to homeland security due to all of the following reasons except:

- a. local police being increasingly co-opted by federal law enforcement agencies.
- b. local police being directed toward protecting the nation's borders.
- c. decentralization of local police.
- d. loss of local political control.
- e. None of the above

Answer: c

Objective: review how police organization and operation appear to have changed since 9/11, particularly in areas such as mission and emphasis, economies and practices, and the debate about whether or not this has led to too much federalization and militarization

Page number: 93

Level: Intermediate

17. Recent Smart Policing Initiatives since the late 2000s have included the following measures:

- a. distinct problem-oriented policing approaches.
- b. local police being directed to return to school for college credits.
- c. centralization of police departments for ease of command.
- d. local political control.
- e. None of the above

Answer: a

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 94

Level: Intermediate

18. Intelligence-led policing, a style of policing that combines crime analysis (where the “who, what, when, and where” of crime is analyzed), originated in _____.

- a. Germany
- b. the United States
- c. Great Britain
- d. Russia
- e. None of the above

Answer: c

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 95

Level: Basic

19. According to the author Jim Collins, who wrote the book entitled *Good to Great: Why Some Companies Make the Leap and Others Don't*, Level 5 leaders possess the highest level of executive capabilities in that their ambition is directed first and foremost to _____.

- a. personal renown
- b. personal growth
- c. organizational success
- d. All of the above
- e. None of the above

Answer: c

Objective: describe what experts say is needed to transform a good police organization into a great one

Page number: 98

Level: Intermediate

20. Several unanticipated consequences of the CALEA accreditation process have emerged, one of these being:

- a. The accreditation self-assessment process does not provide many opportunities to institutionalize community policing.
- b. Some departments report decreased insurance costs as a result of accreditation.
- c. Increased costs of insurance cost as a result of accreditation.
- d. A number of states have failed to formed coalitions to assist police agencies in the process of accreditation.
- e. None of the above

Answer: b

Objective: relate how a police organization can become accredited and the benefits of doing so

Page number: 100

Level: Intermediate

21. The most important difference between crime-analysis software and the individual police officer is that the software:

- a. does not get sick.
- b. does not take vacation.
- c. does not make mistakes.
- d. cannot transfer to a different precinct.

Answer: c

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 95

Level: Intermediate

22. Which is *not* one of the six steps in the intelligence-gathering process as categorized by the National Criminal Intelligence Sharing Plan (NCISP)?

- a. Collection
- b. Dissemination
- c. Reevaluation
- d. Production

Answer: d

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 96

Level: Basic

23. Intelligence analysts keep track of all but which of the following?

- a. Where hot spots are located
- b. Where criminals live
- c. Who criminals associate with
- d. Who criminals are

Answer: a

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 95

Level: Basic

24. _____ is a relatively new law enforcement concept that attempts to improve the quality of policing and provide a better way to attempt to combat crime.

- a. Intelligence-led policing
- b. Predictive policing
- c. The fusion center
- d. All of the above

Answer: d

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 96

Level: Intermediate

25. Intelligence-led policing operates under the assumption that a relatively _____ number of people are responsible for a comparatively _____ percentage of crimes.

- a. large; small
- b. large; large
- c. small; large
- d. small; small

Answer: c

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Level: Basic

Chapter 4 True/False

1. As the police organization becomes larger, the need for people to cooperate to achieve the organizational goals becomes optional.

- a. True

b. False

Answer: False

Objective: understand why police agencies are arranged into organizations

Page number: 79

Level: Basic

2. The role of chief executives, middle managers, and first-line supervisors in police departments is to ensure that these units work independently to reach a common goal.

a. True

b. False

Answer: False

Objective: understand why police agencies are arranged into organizations

Page number: 79

Level: Intermediate

3. When Plato observed that “Each thing becomes . . . easier when one man, exempt from other tasks, does one thing”, he was also describing the concept of division of labor.

a. True

b. False

Answer: True

Objective: understand the division of labor in an organization

Page number: 80

Level: Intermediate

4. Specialization in an organization such as a police department creates an increased need for coordination because it adds to the hierarchy, which can lead to narrowly defined jobs that can enhance the creativity and energy of those who hold them.

a. True

b. False

Answer: False

Objective: understand the division of labor in an organization

Page number: 80

Level: Intermediate

5. One of the specific elements of law enforcement organizational structure, according a study done on the organization of police departments, described the concept of centralization as a type of structural differentiation.

- a. True
- b. False

Answer: False

Objective: describe the seven elements of police organizational structure

Page number: 81

Level: Intermediate

6. Administrative intensity organizations refer to those that are typically more bureaucratic in structure.

- a. True
- b. False

Answer: True

Objective: describe the seven elements of police organizational structure

Page number: 81

Level: Intermediate

7. The police role is much too ambiguous to become totally standardized, but it is also much too serious and important to be left completely to the discretion of the patrol officer.

- a. True
- b. False

Answer: True

Objective: define the purposes of policies, procedures, rules, and regulations in police organizations

Page number: 86

Level: Intermediate

8. Policies are more specific than procedures in that they serve as specific guides to the organization's philosophy and mission and help in interpreting their elements to the officers.

- a. True
- b. False

Answer: True

Objective: define the purposes of policies, procedures, rules, and regulations in police organizations

Page number: 86

Level: Intermediate

9. The Community-Oriented Policing and Problem Solving model (COPPS) advocates believe that the quasi-military model is basically compatible with this philosophy and recommend its continued use.

- a. True
- b. False

Answer: False

Objective: explain how the military model can both help and hinder policing

Page number: 85

Level: Intermediate

10. Proponents of the quasi-military style of policing support this model with its imposition of control and commanding authority with strict discipline.

- a. True
- b. False

Answer: True

Objective: explain how the military model can both help and hinder policing

Page number: 85

Level: Intermediate

11. According to the California Department of Justice, community-oriented policing and problem solving is a philosophy, management style, and organizational strategy that promotes reactive problem solving and police–community partnerships.

- a. True
- b. False

Answer: False

Objective: explain community policing and its problem-solving S.A.R.A. process

Page number: 87

Level: Intermediate

12. The S.A.R.A. process replaces officers' short-term, reactive responses with a process vested in longer-term outcomes.

- a. True
- b. False

Answer: True

Objective: explain community policing and its problem-solving S.A.R.A. process

Page number: 87

Level: Intermediate

13. After the events of September 11, 2001, major changes have occurred in two broad areas, the first being a shift in emphasis from professional era policing to community policing and more security.

- a. True
- b. False

Answer: False

Objective: review how police organization and operation appear to have changed since 9/11, particularly in such areas as mission and emphasis, economies and practices, and the debate about whether or not this has led to too much federalization and militarization

Page number: 91

Level: Intermediate

14. Relatively new policing practices such as intelligence-led and smart policing have been found to have little in common with problem-solving policing models.

- a. True
- b. False

Answer: False

Objective: review how police organization and operation appear to have changed since 9/11, particularly in such areas as mission and emphasis, economies and practices, and the debate about whether or not this has led to too much federalization and militarization

Page number: 92

Level: Intermediate

15. Relatively new policing practices such as intelligence-led and smart policing have been discovered to have little in common with problem-solving policing models.

- a. True
- b. False

Answer: False

Objective: review how police organization and operation appear to have changed since 9/11, particularly in such areas as mission and emphasis, economies and practices, and the debate about whether or not this has led to too much federalization and militarization

Page number: 92

Level: Intermediate

16. Smart policing, which emphasizes the use of data and analytics as well as improved crime analysis, was developed against the backdrop of fiscal prosperity in the early 2000s when cities and counties had plentiful revenues to finance new crime-fighting programs.

- a. True

b. False

Answer: False

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 94

Level: Intermediate

17. Intelligence-led policing originated in the United States, where police believed that a relatively small number of people were responsible for a comparatively large percentage of crimes.

a. True

b. False

Answer: False

Objective: define how three emerging management tools—smart policing, intelligence-led policing, and predictive policing—are being put to use in crime fighting

Page number: 95

Level: Basic

18. Jim Collins wrote *Good to Great and the Social Sectors*, in which he described the Level 5 leader as has having the highest level of executive capabilities.

a. True

b. False

Answer: True

Objective: describe what experts say is needed to transform a good police organization into a great one

Page number: 98

Level: Basic

19. According to the author Jim Collins, the Level 1 leader possesses the greatest executive capabilities because this leader's ambition is directed first and foremost to the organization and its success.

a. True

b. False

Answer: False

Objective: describe what experts say is needed to transform a good police organization into a great one

Page number: 98

Level: Basic

20. CALEA is a non-profit organization that has developed and administers 459 mandatory standards for law enforcement agencies to meet in order to earn accreditation.

- a. True
- b. False

Answer: False

Objective: relate how a police organization can become accredited and the benefits of doing so

Page number: 100

Level: Basic

21. According to the textbook, the accreditation self-assessment process provides many opportunities to institutionalize community policing.

- a. True
- b. False

Answer: True

Objective: relate how a police organization can become accredited and the benefits of doing so

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Level: Basic