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Answer Key 232
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.
10. Compstat was developed by the Los Angeles Police Department.
Answer: False
Objective: Identify and compare the elements of Compstat and Intelligence-led policing.

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.

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.

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
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
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

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

Answer: B

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

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

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?
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