Test Bank for Leadership and Management in Police Organizations 1st Giblin

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Chapter 2: Police Organizational Structure

Multiple Choice

1. The two properties that make up an organization's vertical structure are _____.
a. segmentation and application
b. concentration and application
c. segmentation and concentration
d. concentration and implementation
Ans: C
Cognitive Domain: Knowledge
Answer Location: Vertical Complexity
Difficulty Level: Easy

2. Civilianization within a police department entails civilian employees adding a greater degree of _____ within the agency.
a. specialization
b. trust
c. empathy
d. knowledge
Ans: A
Cognitive Domain: Knowledge
Answer Location: Horizontal Complexity
Difficulty Level: Easy

3. When a police department spreads its resources (officers) across a geographical jurisdiction (area), this is also known as _____.
a. police movement
b. spatial complexity
c. state consideration
d. time and space
Ans: B
Cognitive Domain: Comprehension
Answer Location: Spatial Complexity
Difficulty Level: Medium

4. The national accrediting body for law enforcement agencies in the United States is _____.
a. SCOTUS
b. CALEA
c. ACJS
d. ASC
Ans: B
Cognitive Domain: Knowledge
Answer Location: Rules and Procedures
Difficulty Level: Easy

5. Which of the following is best associated with centralization of decision making in policing?
a. follow-up
b. accessibility
c. investigation
d. accountability
Ans: D
Cognitive Domain: Comprehension

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Answer Location: Centralization
Difficulty Level: Medium

6. Which one of these is NOT a broad part of an organization's vertical structure?
a. the strategic apex
b. the operating core
c. the final phase
d. the middle line
Ans: C
Cognitive Domain: Comprehension
Answer Location: Vertical Complexity
Difficulty Level: Medium

7. In the mid-1900s, which of the following professions did Robert Fogelson compare policing to with regard to professionalism?
a. taxi drivers
b. teachers
c. waiters
d. stockbrokers
Ans: B
Cognitive Domain: Application
Answer Location: Selection and Training
Difficulty Level: Medium

8. Traffic citation quotas are an example of _____.
a. standardizing outcomes
b. generating revenue
c. jurisdictional obligation
d. geographic responsibility
Ans: A
Cognitive Domain: Analysis
Answer Location: Outcomes Standardization
Difficulty Level: Medium

9. The decision to divide police work by shift is but one part of an organization's _____.
a. culpability
b. responsibility
c. aptitude
d. structure
Ans: D
Cognitive Domain: Application
Answer Location: Introducing Police Organizational Structure
Difficulty Level: Hard

10. The number of individuals working under the direction of a supervisor is known as _____.
a. a patrol
b. span of control
c. a focused entity
d. watchmen
Ans: B
Cognitive Domain: Comprehension
Answer Location: Direct Supervision
Difficulty Level: Easy

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True/False

1. A police department strictly abiding to a rule regarding facial hair is an example of formalization.
Ans: T
Cognitive Domain: Application
Answer Location: Formalization
Difficulty Level: Medium

2. Smaller organizations display a greater degree of structural complexity.
Ans: F
Cognitive Domain: Comprehension
Answer Location: Organizational Complexity
Difficulty Level: Easy

3. The hierarchical structure of a police department closely resembles that of military-style job titles.
Ans: T
Cognitive Domain: Knowledge
Answer Location: Vertical Complexity
Difficulty Level: Easy

4. Occupational differentiation is related to the size of an organization.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Horizontal Complexity
Difficulty Level: Medium

5. A great way to measure specialization in an organization is to count the number of positions or employees within it.
Ans: F
Cognitive Domain: Knowledge
Answer Location: Horizontal Complexity
Difficulty Level: Easy

6. Civilians that work in policing as non–sworn officers are unimportant.
Ans: F
Cognitive Domain: Analysis
Answer Location: Horizontal Complexity
Difficulty Level: Medium

7. An example of spatial complexity in an organization is a hospital system that accepts a certain insurance package and has multiple locations.
Ans: T
Cognitive Domain: Application
Answer Location: Spatial Complexity
Difficulty Level: Hard

8. Police departments may rely on communication within smaller working groups.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Organizational Control
Difficulty Level: Medium

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9. Additional supervision, or narrowing the span of control, shrinks the chain of command for a police department.
Ans: F
Cognitive Domain: Knowledge
Answer Location: Direct Supervision
Difficulty Level: Medium

10. Some states forbid the use of quotas or standardizing outcomes in police departments.
Ans: T
Cognitive Domain: Knowledge
Answer Location: Outcomes Standardization
Difficulty Level: Easy

Short Answer

1. How are vertical and horizontal complexity the same?
Ans: Both operate in a hierarchical structure, whereby work is divided among individuals based on either rank or job title.
Cognitive Domain: Comprehension
Answer Location: Vertical Complexity and Horizontal Complexity
Difficulty Level: Easy

2. What are some of the standards of law enforcement accreditation?
Ans: These can come in the form of either a written directive, a policy or procedure, a component of an organization, performing a function, documentation, or the structure of an organization. These may vary by accrediting body, but they are generally very similar.
Cognitive Domain: Comprehension
Answer Location: Rules and Procedures
Difficulty Level: Medium

3. List several of the standards by which police professionalization has been measured.
Ans: Some of these include admission procedures, extensive training, serving the public, adhering to a code of ethics, and possessing a wide range of skills.
Cognitive Domain: Knowledge
Answer Location: Selection and Training
Difficulty Level: Easy

4. Make an argument for why most police departments are centralized rather than decentralized in the United States.
Ans: Centralization exists in policing so that departments are held accountable for the decisions that are made. As far as the hierarchical structure of a police organization goes, decision making takes place at the highest levels and is followed by subordinates. This process involves little or no input from line officers or the like.
Cognitive Domain: Analysis
Answer Location: Centralization
Difficulty Level: Hard

5. Explain how concentration works with regard to vertical complexity and the structure of an organization.
Ans: Concentration has to do with the number of employees an organization has at each vertical level. The number of employees is likely to increase at the lower levels of the hierarchy.
Cognitive Domain: Application
Answer Location: Vertical Complexity
Difficulty Level: Medium

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