

## **Test Bank**

For *Justice Administration* (0133591190)

### **CHAPTER 1**

#### **The Study and Scope of Justice Administration**

##### **Chapter 1 Multiple Choice**

Choose the best answer.

1. Those who hold that the justice system is in reality no system at all can also point to the fact that many practitioners in the field and academicians concede:

- a. The criminal justice network operates according to a set of formal procedural rules to ensure uniform treatment of all persons, the outcome of which constitutes justice.
- b. The entire justice system is in crisis, even rapidly approaching a major breakdown.
- c. The components of the criminal justice network cooperate and share similar goals.
- d. Each person receives a speedy public trial before an impartial jury of his or her peers and is represented by competent legal counsel.

Answer: b

Objective: understand and distinguish among criminal justice process, network, and non-system.

Page number: 9

Level: Intermediate

2. The views of the theorist contend that the criminal justice system is in reality not a system at all, but is a \_\_\_\_\_ instead.

- a. network
- b. model
- c. scheme
- d. None of the above

Answer: a

Objective: understand and distinguish among criminal justice process, network, and non-system

Page number: 5

Level: Basic

3. The part of the criminal justice process that the U.S. public sees the least of and knows the least about is:

- a. the courts.

- b. the police.
- c. victims' rights advocates.
- d. corrections.

Answer: d

Objective: understand and distinguish among criminal justice process, network, and non-system

Page number: 9

Level: Basic

4. The primary difference between the consensus and conflict theorists with respect to their view of government vis-à-vis the governed is:

- a. the loss of freedom and the creation of conflict in modern societies.
- b. the development of private property and the unequal distribution of resources.
- c. their evaluation of the legitimacy of the actions of ruling groups in contemporary societies.
- d. All the above

Answer: c

Objective: understand consensus and conflict theorists and their theories

Page number: 10

Level: Intermediate

5. The process of policymaking involves the following:

- a. developing plans that are then used by an organization or government as a basis for making decisions.
- b. establishing rules, principles, or guidelines to govern actions by ordinary citizens and persons in positions of authority.
- c. Both A and B
- d. None of the above

Answer: c

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 16

Level: Intermediate

6. Much of the failure to deal effectively with crime in society may be attributed to:

- a. the hesitation of crime victims to report certain types of crimes.
- b. the fragmentation of the justice process.
- c. the system of corrections policies concerning parole.
- d. All the above

Answer: b

Objective: understand system fragmentation and how it affects the amount and type of crime

Page number: 7  
Level: Intermediate

7. According to the text, the key assumptions about the criminal justice system are erroneous because of all of the following, except:

- a. The three components have compatible goals and are continuously sacrificing public funds for the benefit of each other.
- b. Evidence indicates that blacks and whites, males and females, and middle- and lower-class citizens receive differential treatment in the criminal justice network.
- c. Criminal justice employees, for the most part, do not presume their clients or arrestees to be innocent.
- d. The justice process involves a current backlog of cases that does not ensure a speedy trial.

Answer: a  
Objective: understand and distinguish among criminal justice process, network, and non-system  
Page number: 7  
Level: Intermediate

8. The principles of the *Declaration of Independence* are almost a paraphrase of:

- a. *The Virginia Declaration of Rights*
- b. *The Mayflower Compact*
- c. John Locke's *Second Treatise on Civil Government*
- d. None of the above

Answer: c  
Objective: understand consensus and conflict theorists and their theories  
Page number: 11  
Level: Basic

9. According to the textbook, people working in the public sector must achieve job satisfaction primarily through\_\_\_\_\_ rewards.

- a. extrinsic
- b. intrinsic
- c. management
- d. None of the above

Answer: b  
Objective: distinguish between extrinsic and intrinsic rewards and how they relate to the CJS

Page number: 11  
Level: Basic

10. According to the textbook, people working in the private sector must achieve job satisfaction primarily through \_\_\_\_\_ rewards.

- a. extrinsic
- b. intrinsic
- c. management
- d. None of the above

Answer: a

Objective: distinguish between extrinsic and intrinsic rewards and how they relate to the CJS

Page number: 11

Level: Basic

11. The most complex and comprehensive approach to effecting planned change in the criminal justice field is in the process of developing a:

- a. plan.
- b. policy.
- c. position description.
- d. None of the above

Answer: b

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 14

Level: Basic

12. The following is considered to be a barrier to change in criminal justice organizations.

- a. Physical
- b. Financial
- c. Social
- d. Technology
- e. All of the above

Answer: e

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 16

Level: Basic

13. All of the following are steps involved in a force-field analysis, except:

- a. evaluating forces.
- b. identifying alternative strategies for changing each force.

- c. analyzing the forces.
- d. identifying driving forces.

Answer: a

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 16

Level: Intermediate

14. All of the following are steps involved in a force-field analysis, except:
- a. evaluating forces.
  - b. identifying alternative strategies for changing each force.
  - c. analyzing the forces.
  - d. identifying driving forces.

Answer: a

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 16

Level: Intermediate

15. \_\_\_\_\_ involve problem analysis, setting goals and objectives, program and policy design, developing an action plan, and monitoring and evaluation.

- a. Planned changes
- b. Planned outcomes
- c. Planned alternatives
- d. Planned contingencies

Answer: a

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 14

Level: Intermediate

## **Chapter 1 True/False**

1. Much of the failure to deal effectively with crime may be attributed to organizational and administrative fragmentation of the justice process.

- a. True
- b. False

Answer: True

Objective: understand system fragmentation and how it affects the amount and type of crime

Page number: 7

Level: Basic

2. The three components of the justice system have incompatible goals and are continually competing with one another for criminal convictions.

- a. True
- b. False

Answer: False

Objective: understand system fragmentation and how it affects the amount and type of crime

Page number: 7

Level: Basic

3. System fragmentation is largely believed to have no effect on the amount and type of crime that exists.

- a. True
- b. False

Answer: False

Objective: understand system fragmentation and how it affects the amount and type of crime

Page number: 9

Level: Basic

4. John Locke, in his theory of the social contract, maintained that people had just enough rationality to recognize their situation and to come together to form governments for self-protection.

- a. True
- b. False

Answer: False

Objective: understand consensus and conflict theorists and their theories

Page number: 11

Level: Intermediate

5. The non-systems approach is part of the consensus model point of view, which assumes that all parts of the system work toward a common goal.

- a. True
- b. False

Answer: False

Objective: understand consensus and conflict theorists and their theories

Page number: 11

Level: Basic

6. Because the justice process lacks sufficient program and procedural flexibility, the workers in the criminal justice system often adhere to organizational practices they know are, at times, dysfunctional.

- a. True
- b. False

Answer: True

Objective: understand system fragmentation and how it affects the amount and type of crime

Page number: 9

Level: Intermediate

7. Thomas Jefferson's statements in the *Declaration of Independence* are as true today as the day when he wrote them but are not widely accepted as common sense.

- a. True
- b. False

Answer: False

Objective: understand consensus and conflict theorists and their theories

Page number: 10

Level: Basic

8. To be successful, administrators should avoid attempts to understand the personalities, needs, and motivations of their employees.

- a. True
- b. False

Answer: False

Objective: distinguish between extrinsic and intrinsic rewards and how they relate to the CJS

Page number: 14

Level: Basic

9. The most complex and comprehensive approach to effecting planned change in criminal justice is to create a policy.

- a. True
- b. False

Answer: True

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 14

Level: Basic

10. In the United States, a comprehensive analysis and overview of policy on crime has been accomplished, therefore making policy related to the reduction of crime an exact process.

- a. True
- b. False

Answer: False

Objective: explain the differences between planned change and unplanned change in an organization

Page number: 14

Level: Intermediate

11. Changes in the criminal justice field typically occur accidentally or haphazardly because of the dysfunction in the processes associated with it.

- a. True
- b. False

Answer: False

Objective: understand and distinguish among criminal justice process, network, and non-system

Page number: 14

Level: Intermediate

12. Prosecutors often complain that police provide case reports of poor quality.

- a. True
- b. False

Answer: True

Objective: understand and distinguish among criminal justice process, network, and non-system

Page number: 5

Level: Basic

13. Today's leaders in Justice Administration-related positions do not find it necessary to be familiar with the legal aspects of their work, as that is best left to officers of the courts.

- a. True
- b. False

Answer: False

Objective: explain and distinguish between the concepts of administration, manager, and supervisor

Page number: 3

Level: Basic

14. According to the author, college experience, in addition to transmitting knowledge, is believed to make administrators more tolerant and secure. However, they can also be more susceptible to debilitating stress and anxiety than those who do not have this experience.

- a. True
- b. False

Answer: False

Objective: explain and distinguish between the concepts of administration, manager, and supervisor

Page number: 3

Level: Intermediate

15. The terms administrator, manager and supervisor are synonymous; each means the exact same thing. They are interchangeable concepts.

- a. True
- b. False

Answer: False

Objective: explain and distinguish between the concepts of administration, manager, and supervisor

Page number: 4

Level: Intermediate

## **Chapter 1 Fill in the Blank**

Complete the sentence with the appropriate word or phrase.

1. The due process model's first priority is protecting the \_\_\_\_\_ rights of the accused; granting too much freedom to law enforcement officials will result in the loss of freedom and civil liberties for all Americans.

Answer: constitutional

Objective: understand the two goals of the U.S. criminal justice system (CJS)

Page number: 12

Level: Basic

2. The decisions and actions by an institution, offender, victim, or society that influence the offender's movement into, throughout, or out of the justice system are described as the \_\_\_\_\_.

Answer: criminal justice process

Objective: understand and distinguish among criminal justice process, network, and non-system  
Page number: 5  
Level: Basic

3. \_\_\_\_\_ exists among the components of the process, within the individual components, among political jurisdictions, and among persons.

Answer: fragmentation

Objective: understand system fragmentation and how it affects the amount and type of crime  
Page number: 9  
Level: Intermediate

4. The model developed by Herbert Packer that suggests the criminal justice system should focus on helping the victims of crime and that the repression of crime is of the utmost of importance in controlling crime is the \_\_\_\_\_ model.

Answer: crime control

Objective: understand consensus and conflict theorists and their theories  
Page number: 12  
Level: Basic

5. Rather than the slow and incremental changes in past criminal justice agencies, \_\_\_\_\_ change is now a constant rather than an exception.

Answer: continuous

Objective: explain the differences between planned change and unplanned change in an organization  
Page number: 14  
Level: Intermediate

6. The criminal justice system in the United States attempts to decrease criminal behavior through a wide variety of uncoordinated and sometimes \_\_\_\_\_ efforts.

Answer: uncomplimentary

Objective: understand and distinguish among criminal justice process, network, and non-system  
Page number: 5  
Level: Basic

7. U.S. society has innumerable lawbreakers. Most of them are easily handled by the \_\_\_\_\_ and do not challenge the legitimacy of the law.

Answer: police

Objective: understand consensus and conflict theorists and their theories  
Page number: 10  
Level: Basic

8. \_\_\_\_\_ believed that the chief purpose of government was the protection of property.

Answer: John Locke

Objective: understand consensus and conflict theorists and their theories

Page number: 19

Level: Intermediate

9. A theorist connected with the social contract theory, who argued that all people were essentially irrational and selfish, was \_\_\_\_\_ .

Answer: Thomas Hobbes

Objective: understand consensus and conflict theorists and their theories

Page number: 19

Level: Intermediate

10. According the due process model, police powers should be limited to prevent \_\_\_\_\_.

Answer: oppression

Objective: understand consensus and conflict theorists and their theories

Page number: 1

Level: Intermediate

## Chapter 1 Matching

Match the term with the correct concept.

1. Planned change	a. A person in the intermediate level of management, responsible for carrying out the policies and directives
2. Administrator	b. Rational approach to criminal justice planning that involves problem analysis, setting goals and objectives
3. Supervisor	c. Typically the lowest position of leadership in an organization, one who plans, organizes, and directs staff members in their daily activities
4. Manager	d. The person whose focus is on the overall organization
5. Due process model	e. A process of identifying forces in support of change, those resisting change
6. Crime control model	f. Focus on defendants' rights, as provided in the Bill of Rights
7. Criminal justice network	g. The repression of crime is of utmost

	importance, to provide order
8. Force-field analysis	h. A viewpoint that the justice system's components cooperate and share similar goals but operate independently and compete for funding
9.Criminal justice non-system	i. The decisions and actions by an institution, offender, victim, or society that influence the offender's movement into, through, or out of the justice system
10.Criminal justice process	j. The view that police, courts, and corrections agencies do not function harmoniously as a system

Answers:

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

## Chapter 1 Essay

1. The terms administration, manager, and supervisor are often used synonymously; each is a unique concept that is related to the others. Describe what administration is and explain the function of each of the three roles in the process of justice administration.

Answer: It is the process by which a group of people is organized and directed toward achieving the group's objective.

Objective: explain and distinguish between the concepts of administration, manager, and supervisor

Page number: 4

Level: Intermediate

2. Compare and contrast the different views of administration of justice in the United States as a non-system, as a network, and as a process.

Answer: As a process, it involves the decisions and actions taken by an institution. As a network, justice system's components cooperate and share similar goals but operate independently and

compete for funding. As a non-system, police, courts, and corrections agencies do not function harmoniously, are not a coordinated structure, and are neither efficient nor fair.

Objective: understand and distinguish among criminal justice process, network, and non-system

Page number: 5-6

Level: Intermediate

3. In what ways do the wide discretionary powers possessed by actors in the justice system contribute to the concept of system fragmentation discussed in Chapter One?

Answer: Police officers have discretion over those arrested; judicial officers and sentencing decisions; and correctional officials with rehabilitation decisions and resources.

Objective: understand system fragmentation and how it affects the amount and type of crime

Page number: 9

Level: Intermediate

4. Describe the characteristics of the Conflict view versus the Consensus view. How is this debate relevant for criminal justice administrators?

Answer: Consensus: assumed that all parts of the system work toward a common goal. Conflict: holds that actors within the criminal justice system are self-serving.

Administrators do not allow their agencies to drift too far to one end of the continuum or the other is of paramount importance. Americans cannot allow the compliance or conflict that would result at either end; the safer point is toward the middle of the continuum, where people are not totally dependent on their government for protection and maintain enough control.

Objective: understand consensus and conflict theorists and their theories

Page number: 12

Level: Intermediate

5. Explain and compare Herbert Packer's due process and crime control models.

Answer: Due process model: Criminal justice must provide due process, fairness, and a focus on defendants' rights, as provided in the Bill of Rights.

Crime control model: Police powers should be expanded, legal technicalities eliminated, for ease of arrest, search and seizure, conviction.

Objective: understand consensus and conflict theorists and their theories

Page number: 12

Level: Intermediate

## **Chapter 1 Critical Thinking**

1. If the system of justice in the United States is truly a non-system, as suggested in Chapter One, what measures could be taken to improve the inefficiencies that are often cited as the basis of the problem?

Answer: Answers will vary as it calls for opinion.

Objective: understand and distinguish among criminal justice process, network, and non-system  
Page number: 8  
Level: Advanced

2. Write your own social contract, using three distinct points that either incorporate the elements of the social contract discussed in Chapter One and/or develop your own.

Answer: Answers will vary as it calls for opinion.

Objective: understand consensus and conflict theorists and their theories  
Page number: 11  
Level: Advanced

## **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. Commonwealth
- 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. rulification and routinization.
- 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