

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

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

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

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