

CHAPTER 1

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) The organizational structure of the first modern police force in London was based on a military model supplied by: 1) _____
A) Charles Rowan and Richard Maynes
B) Sir Robert Peel
C) Bruce Smith
D) Raymond Fosdick
- 2) Which of the following is a key element of scientific management for policing? 2) _____
A) reporting to two bosses
B) wide span of control
C) unity of command
D) decentralized decision making
- 3) The individual considered to be the father of modern police organizations is: 3) _____
A) Sir Robert Peel
B) Raymond Fosdick
C) O.W. Wilson
D) Henry Fielding
- 4) The first modern police force in London was created by the Metropolitan Police Act sponsored by: 4) _____
A) Sir Robert Peel
B) Raymond Fosdick
C) Charles Rowan and Richard Maynes
D) Bruce Smith
- 5) The human relations approach to management was a key concept for the development of: 5) _____
A) community policing
B) drop and bait teams
C) Strike Force
D) SWAT
- 6) Which of the following is a part of the proactive concept for policing? 6) _____
A) strong commitment to community involvement
B) emphasis on the semi-military model of organization
C) limited use of modern communications
D) reliance on zero-based budgeting
- 7) Which of the following would a proactive manager emphasize? 7) _____
A) reliance on the human relations model to the exclusion of the behavioral model
B) reliance on the behavioral model to the exclusion of the human relations model
C) reacting to events as they took place
D) the ability to plan ahead and anticipate events
- 8) The scientific management model includes all of the following except: 8) _____
A) unity of command structure

- B) civil service selection
 C) a traditional patrol structure that assigns the same number of officers to every shift
 D) innovative techniques for the selection of personnel
- 9) The origins of the modern police force can be traced to the creation of Metropolitan Police in London in which year? 9) _____
 A) 1829 B) 1944 C) 1870 D) 1927
- 10) Which of the following is part of the proactive concept? 10) _____
 A) limited use of modern communication models
 B) forward planning
 C) total reliance on zero-base budgeting
 D) emphasis on an organizational hierarchy
- 11) Which of the following is a criticism of the human relations approach? 11) _____
 A) overemphasized the importance of democratic management
 B) quantitative accountability
 C) overemphasized the formal bureaucracy
 D) underemphasized the importance of democratic management
- 12) The person usually given credit as the leader of the scientific management approach to organizations was: 12) _____
 A) Frederick Taylor B) William H. Parker
 C) Max Weber D) Lawrence M. Lynch
- 13) The modern day duty manual outlining the police officers duties and responsibilities was originally adapted from: 13) _____
 A) 1844 operational manual of the New York City Police
 B) 1803 Military Manual of the Irish Constabulary Police
 C) 1828 Metropolitan Police Department Manual
 D) 1750 Bow Street Magistrate Act
- 14) Which of the following is not a principle of the scientific management approach? 14) _____
 A) division of labor B) unity of command
 C) narrow span of control D) two way communication
- 15) During the scientific management period, which of the following, who was a police chief, encouraged the principles of a professional police department divorced from politics with a rigorous selection and training process? 15) _____
 A) O.W. Wilson B) Raymond Fosdick
 C) Max Weber D) John Parker
- 16) Which of the following is not a basic administrative process identified by O.W. Wilson? 16) _____
 A) evaluating B) controlling
 C) activating D) planning

- 17) OW. Wilson stated, "Wisely conceived _____ are the keystones of administration; without them the entire venture may fail." The word that best completes the statement is: 17) _____
A) missions B) objectives
C) plans D) goals
- 18) Which chief started a selection program whereby police recruits were required to have I.Q. scores of 110 or above and pass a thorough psychiatric testing? 18) _____
A) Wilson at Chicago B) Parker at Los Angeles
C) Wilson at Berkeley D) Vollmer at Berkeley
- 19) The one management model which tends to dominate the full-service department is very often: 19) _____
A) democratic B) autocratic
C) scientific D) participatory
- 20) The behavioral systems approach includes which one of the following? 20) _____
A) organizational development
B) focus on motivation techniques
C) team approach
D) centralized administration

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 21) The human relations approach emphasizes one way authority? 21) _____
- 22) Frederick Taylor proposed the concept of division of labor as one of the principles of scientific management? 22) _____
- 23) Tom Peters in his book *In Search of Excellence* recommended a people oriented humanistic system. 23) _____
- 24) The main goal for police management according to the proactive approach deals with crime prevention. 24) _____
- 25) The omnipresent patrol officer is a main concept for the proactive police management approach? 25) _____
- 26) A limited use of modern communications is one of the main parts of the proactive concept for policing. 26) _____
- 27) The major contribution of William Bratton, New York City Police Commissioner was the successful application of the COMSTAT geographic mapping approach. 27) _____
- 28) Lee Brown, Police Chief of Houston, Texas, was famous for the scientific approach to police management. 28) _____
- 29) A major approach to the 21st century proactive police department is that it has a strong commitment to community and intelligence-led policing. 29) _____

- 30) The proactive police department of the 21st century will simply have police officers with no gender distinctions. 30) _____

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

- 31) The first woman to become president of the International Association of Chiefs of Police was _____. 31) _____
- 32) The organization that mentors female police executives is the _____. 32) _____
- 33) The Act that was passed by Parliament in 1829 which created the first English police force under government control was the _____. 33) _____
- 34) With the passing of the _____ Act, federal employees were placed under a civil service merit system governing conditions of their employment in an effort to reduce political interference. 34) _____
- 35) The concept of _____ management places great reliance on efficiency, orderliness, and output. 35) _____
- 36) _____ wrote the first book on police administration which became a cornerstone for police management in the 1950s. 36) _____
- 37) By definition, the concept of _____ allows employees to have the authority to make decisions and to take action in their work areas without prior approval. 37) _____
- 38) _____ introduced the concept of COMSTAT to the New York City Police Department to evaluate police tactics towards crime. 38) _____
- 39) The German sociologist _____ is credited with creating the working definitions of the modern bureaucracy. 39) _____
- 40) Most police departments are created under the concept of _____ which places them under the authority of municipal government entities. 40) _____

- 1) A
- 2) C
- 3) A
- 4) A
- 5) A
- 6) A
- 7) D
- 8) D
- 9) A
- 10) B
- 11) A
- 12) A
- 13) B
- 14) D
- 15) A
- 16) A
- 17) C
- 18) B
- 19) B
- 20) A
- 21) FALSE
- 22) TRUE
- 23) TRUE
- 24) TRUE
- 25) FALSE
- 26) FALSE
- 27) TRUE
- 28) FALSE
- 29) TRUE
- 30) TRUE
- 31) Mary Ann Viverette
- 32) National Association of Women Law Enforcement Executives
- 33) Metropolitan Police Act
- 34) Pendleton
- 35) scientific
- 36) O.W. Wilson
- 37) empowerment
- 38) William Bratton
- 39) Max Weber
- 40) local control