Administration and Management in Criminal Justice 4th edition Allen Test Bank

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Administration and Management in Criminal Justice (4th)

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Total Questions: 50

Multiple Choice (25)

Q1. *[Multiple Choice] · Cognitive Domain: Comprehension*

If management is defined as maximizing productivity through selection, training, and planning of tasks and employees, then it is defined consistent with _____.

a) scientific management ✓ correct
b) administrative management
c) bureaucratic management
d) human relations theory

Q2. *[Multiple Choice] · Cognitive Domain: Knowledge*

_____ is an ongoing process of getting things done through a variety of people with the least amount of effort, expense, and waste, resulting in the achievement of organizational goals.

a) Organization
b) Leadership
c) Management ✓ correct
d) Strategy

Q3. *[Multiple Choice] · Cognitive Domain: Application*

Prosecutors represent the state in criminal cases against accused offenders. According to Blau and Scott's categorical definition of organization, the beneficiary of the prosecutor's office is the _____.

a) owner or manager
b) rank and file member
c) client
d) commonwealth ✓ correct

Q4. *[Multiple Choice] · Cognitive Domain: Knowledge*

The _____ of an organization is/are considered priorities.

a) vision
b) mission
c) values ✓ correct
d) strategic goals

Q5. *[Multiple Choice] · Cognitive Domain: Comprehension*

A centralized organization is characterized by which of the following?

a) Lower–level staff make decisions.
b) Authority is delegated.
c) Managers are responsible for most decisions. ✓ correct
d) Communication is sent from lower–level staff to management.

Q6. *[Multiple Choice] · Cognitive Domain: Analysis*

Which of the following is not a characteristic of a probation office with an informal organizational structure?

a) delegated authority
b) loosely connected structures
c) horizontal rather than vertical structure
d) well–defined and unyielding chain of command ✓ correct

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Q7. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which of the following is not a part of the systems view of organizations?

a) inputs
b) profit ✓ correct
c) outputs
d) feedback

Q8. *[Multiple Choice] · Cognitive Domain: Application*

A prison admits new inmates, incarcerates and attempts to rehabilitate them, and, at the end of their sentences, releases them back into the community. According to the systems view of organization, the housing and rehabilitating of inmates before release can best be viewed as one of the prison's _____.

a) inputs
b) outputs
c) processes ✓ correct
d) feedback

Q9. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which component of the systems model is often used by individuals outside of the organization to determine if the organization is successful?

a) inputs
b) outputs ✓ correct
c) processes
d) feedback

Q10. *[Multiple Choice] · Cognitive Domain: Application*

A prosecutor's office (a system) is tasked with securing convictions against those accused of committing crimes. From this perspective, the inputs of a prosecutor's office are _____.

a) accused offenders ✓ correct
b) lower crime rates
c) criminal laws
d) convictions

Q11. *[Multiple Choice] · Cognitive Domain: Application*

A state court system is trying to accept little feedback from outside of the organization. The court is trying to act as a(n) _____ system.

a) open
b) homeostatic
c) closed ✓ correct
d) equilibrium

Q12. *[Multiple Choice] · Cognitive Domain: Knowledge*

Theoretical attempts to explain effective leadership have focused on three broad areas. Which of the following is not one of these areas?

a) traits
b) behaviors
c) networks ✓ correct
d) situations

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Q13. *[Multiple Choice] · Cognitive Domain: Application*

The leader of a SWAT team, Sgt. Jones, is considered an effective leader for his ability to adapt his leadership style to changing circumstances and the composition of his team. This type of leadership best fits which of the following approaches?

a) trait
b) behavioral
c) situational ✓ correct
d) perceptual

Q14. *[Multiple Choice] · Cognitive Domain: Application*

In selecting a deputy chief, Police Chief Smith draws upon her belief that leaders are born rather than made or taught. Her belief is most consistent with which of the following approaches to leadership?

a) trait ✓ correct
b) behavioral
c) situational
d) perceptual

Q15. *[Multiple Choice] · Cognitive Domain: Knowledge*

What are the impacts of constraints on criminal justice leaders?

a) ability to make many changes
b) limited amount of change possible to make ✓ correct
c) ability to think outside the box
d) more space for long-term innovation

Q16. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which of the following is an example of a nonprofit organization type?

a) sole proprietorship/partnership
b) criminal justice agencies ✓ correct
c) limited liability company
d) restaurants

Q17. *[Multiple Choice] · Cognitive Domain: Comprehension*

In which of the following for–profit organization types is the owner/founder of the organization personally liable for the activities and operations of the business?

a) sole proprietorship ✓ correct
b) limited liability company
c) C corporation
d) S corporation

Q18. *[Multiple Choice] · Cognitive Domain: Knowledge*

Consumers of the services of non–profit organizations are referred to as _____.

a) stockholders
b) clients ✓ correct
c) investors
d) donors

Q19. *[Multiple Choice] · Cognitive Domain: Knowledge*

_____ are federally and legally forbidden to distribute profits to owners.

a) Sole proprietorships
b) C corporations
c) Non–profit organizations ✓ correct
d) Limited liability corporations

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Q20. *[Multiple Choice] · Cognitive Domain: Comprehension*

Organizations adopt a number of different approaches to address the challenges of devolution. Which of the following is a strategy used by non–profit organizations to address this problem?

a) use fees for services
b) bill an outside party for the fee
c) rely more heavily on volunteers
d) all of the above are potential responses to devolution ✓ correct

Q21. *[Multiple Choice] · Cognitive Domain: Knowledge*

How does a president or chief executive officer oversee the for–profit business?

a) work with the board of directors ✓ correct
b) rely on foundations
c) fulfill the needs of the community
d) engage in fundraising to meet the company needs.

Q22. *[Multiple Choice] · Cognitive Domain: Application*

A researcher wants to compare two prisons to one another. The first prison is a small, for–profit prison. If the researcher wants to pick the most similar prison for comparison, which of the following should she select?

a) a large, for–profit prison
b) a small, non–profit prison ✓ correct
c) a large, non–profit prison
d) all of the above are equally similar to a small, for–profit prison

Q23. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following agencies of the criminal justice system is most reliant on formal procedures for presenting evidence and hearing cases?

a) police
b) courts ✓ correct
c) corrections
d) security

Q24. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following criminal justice system agencies is most likely to be characterized by an informal structure that does not resort to strict policies and procedures when dealing with clients?

a) courts
b) probation and parole ✓ correct
c) prisons, jails, and detention centers
d) police

Q25. *[Multiple Choice] · Cognitive Domain: Comprehension*

Correctional institutions differ according to which of the following?

a) gender of inmates housed
b) treatment programs provided
c) age of inmates
d) all of the above are ways correctional institutions differ ✓ correct

True/False (17)

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Q26. *[True/False] · Cognitive Domain: Knowledge*

Many attempts to define management focus on what a manager does or is supposed to do rather than defining the actual term.

a) True ✓ correct

b) False

Correct answer: True

Q27. *[True/False] · Cognitive Domain: Knowledge*

Management is an ongoing process that occurs among groups of people.

a) True ✓ correct

b) False

Correct answer: True

Q28. *[True/False] · Cognitive Domain: Knowledge*

Organizations involve multiple individuals working together to achieve a common goal.

a) True ✓ correct

b) False

Correct answer: True

Q29. *[True/False] · Cognitive Domain: Comprehension*

The strategic goals of the organization never conflict with each other or with the personal goals of employees.

a) True

b) False ✓ correct

Correct answer: False

Q30. *[True/False] · Cognitive Domain: Comprehension*

Centralized organizations give authority to positions at or near the middle or bottom of the hierarchy (lower–level employees).

a) True

b) False ✓ correct

Correct answer: False

Q31. *[True/False] · Cognitive Domain: Comprehension*

The structure of an organization determines how much autonomy, or the power to self–govern, workers have within the organization.

a) True ✓ correct

b) False

Correct answer: True

Q32. *[True/False] · Cognitive Domain: Comprehension*

Individuals at the bottom of a chain of command have the power and authority to issue commands to those at the top.

a) True

b) False ✓ correct

Correct answer: False

Q33. *[True/False] · Cognitive Domain: Comprehension*

A correctional officer who is encouraged to provide input into key organizational decisions and use discretion in carrying out his duties is most likely working in a prison with a formal organizational structure.

a) True

b) False ✓ correct

Correct answer: False

Q34. *[True/False] · Cognitive Domain: Comprehension*

A neighborhood protest against police brutality to force the local police department to change how it treats citizens can be viewed as feedback from a systems approach.

a) True ✓ correct

b) False

Correct answer: True

Q35. *[True/False] · Cognitive Domain: Comprehension*

Management and leadership are synonymous with one another.

a) True

b) False ✓ correct

Correct answer: False

Q36. *[True/False] · Cognitive Domain: Comprehension*

The ability to motivate and inspire subordinates is a task closely linked with leadership.

a) True ✓ correct

b) False

Correct answer: True

Q37. *[True/False] · Cognitive Domain: Comprehension*

The situational approach to leadership states that no one leadership behavior may be appropriate all the time with all people.

a) True ✓ correct

b) False

Correct answer: True

Q38. *[True/False] · Cognitive Domain: Comprehension*

Managers in criminal justice agencies are always selected because they are the best leaders.

a) True

b) False ✓ correct

Correct answer: False

Q39. *[True/False] · Cognitive Domain: Comprehension*

Non–profit organizations, because they do not seek to generate monetary earnings, never engage in fundraising activities.

a) True

b) False ✓ correct

Correct answer: False

Q40. *[True/False] · Cognitive Domain: Comprehension*

Leadership in criminal justice organizations is often constrained by factors such as the court rulings, lack of community support, budgetary constraints, union contracts, and legislative decisions.

a) True ✓ correct

b) False

Correct answer: True

Q41. *[True/False] · Cognitive Domain: Knowledge*

Criminal justice employees are always encouraged to “think outside of the box” and adopt creative solutions to problems.

a) True

b) False ✓ correct

Correct answer: False

Q42. *[True/False] · Cognitive Domain: Comprehension*

In comparing organizations to one another, it is more important to focus on whether the organization is a for–profit or non–profit organization than it is to focus on organizational size.

a) True

b) False ✓ correct

Correct answer: False

Essay (8)

Q43. *[Essay] · Cognitive Domain: Analysis*

Blau and Scott define an organization by using four categories, each representing people who may benefit from the organization. Identify each of these four categories of organizational beneficiaries and explain how their definition fits with criminal justice.

Suggested answer: *Sample response: 1) owners and managers (management), 2) rank and file organizational members (membership); 3) people outside of the organization who have regular contact with it (the client), and the public at large or members of society (the commonwealth). Their definition fits well with criminal justice since the victim and the commonwealth (public) may benefit when an offender is arrested and placed in jail.*

Q44. *[Essay] · Cognitive Domain: Application*

The systems model suggests that organizations may have subsystems. Identify an example of a subsystem that operates within the larger system of a police department.

Suggested answer: *Sample response: Detective units in police departments can be thought of as subsystems. The detectives’ unit has its own mission, goals, and values, yet the detectives are working to accomplish the larger policing goals of providing services, identifying crime, and working with and protecting the public.*

Q45. *[Essay] · Cognitive Domain: Analysis*

Three different theoretical approaches are used to identify effective leaders and leadership characteristics. Briefly describe and compare each of these three approaches.

Suggested answer: *Sample response: Trait theories imply leaders are born and possess qualities such as integrity and honesty. Behavioral theories suggest leaders are better able to perform the behaviors associated with leadership and get people in the organization to accomplish individual and organizational goals. Situational theories state the most appropriate leadership style depends on the situation and the people. These theories realize that no one behavior may be appropriate in all situations with all people and that traits alone cannot always inspire others.*

Q46. *[Essay] · Cognitive Domain: Analysis*

Managers in criminal justice organizations are sometimes selected in spite of the fact that they are not the best leaders. Identify several reasons why an individual can be promoted to the position of commissioner, warden, chief probation/parole officer, or other criminal justice manager without necessarily being effective leaders.

> ***Suggested answer:*** *Sample response: Managers, who are assumed to be the leaders in criminal justice agencies, are usually promoted from within and may arrive at their positions because of time in service, community election, appointment, or because of socialization skills or heroism.*

Q47. *[Essay] · Cognitive Domain: Application*

Non–profit organizations, including criminal justice agencies, focus on clients. Think about a prosecutor's office/district attorney's office. Identify four different clients of this office.

> ***Suggested answer:*** *Sample response: The clients of a prosecutor's office/district attorney's office can include an offender, victim, witnesses, police department, and the community at large.*

Q48. *[Essay] · Cognitive Domain: Analysis*

The structure of an organization is related to how much autonomy, or power to self–govern, workers have within that organization. Describe several of the characteristics of formal/centralized organizations. How do these characteristics affect the amount of autonomy possessed by rank–and–file employees in these organizations? Describe several of the characteristics of informal/decentralized organizations. How do these characteristics affect the amount of autonomy possessed by rank–and–file employees in these organizations?

> ***Suggested answer:*** *Sample response: In formal/centralized organizations, managers make most decisions, communication is downward, authority is at the top of the hierarchy, rigid chain of command. This leads to less autonomy as decisions are made and employees are afforded minimal input. In informal/decentralized organizations, delegation of authority occurs, lower-level staff provide input, less rigid chain of command. This leads to more autonomy as lower-level workers are afforded more authority in making decisions.*

Q49. *[Essay] · Cognitive Domain: Application*

Two prisons are managed by two different wardens. One of the wardens is widely regarded throughout the department of corrections for her leadership qualities while the other is known for his management behaviors. What is the difference between these two wardens? What behaviors are associated with leadership distinguish it from management behaviors?

> ***Suggested answer:*** *Sample response: Leaders inspire, promote change, focus on long-term goals, motivate, etc. Managers solve problems, monitor how the job is getting done, tell subordinates what to do and how to do it, and maintain the status quo.*

Q50. *[Essay] · Cognitive Domain: Analysis*

Security agencies may operate for profit or not–for–profit. Aside from a focus on monetary earnings what are two differences between for–profit and not–for–profit agencies? What are two similarities shared by for–profit and non–profit agencies?

> ***Suggested answer:*** *Sample response: The differences between the two types of agencies can include accountability to public (non-profit), fulfilling community needs (non-profit), facing the problem of devolution (non-profit), relying on volunteer staff (non-profit), etc. Similarities include meeting the need for good leaders, setting realistic, achievable goals, seeking and receiving advice from experts outside of the agency, etc.*