

**Chapter 2:
Open Versus Closed Systems
Test Bank**

Multiple Choice (25)

1. Which of the following is a characteristic of an open-systems organization?
 - a. An organization sealed off from the outside
 - b. Internal explanations for organizational events and challenges
 - c. Explanations are easier and preferable theoretically
 - *d. An unpredictable and changing environmentAnswer location: (Open System Models: The Humanistic Perspective) p. 48
Question Type: MC

2. The workload of the local police department is increasing. Which of the following is a possible *external* factor that may be useful in explaining this workload increase from an open-systems perspective?
 - a. Officers are retiring
 - b. Morale among officers is low due to poor leadership
 - c. Equipment is failing
 - *d. Economic conditions are leading people to commit more crimeAnswer location: (Open System Models: The Humanistic Perspective) p. 48
Question Type: MC

3. Closed systems models of organizations emerged from the problems of what historical period?
 - *a. Mid-1800s (Industrial Revolution)
 - b. Early-1900s (Progressive Era)
 - c. 1940s (World War II)
 - d. 1960s (Civil Rights Era)Answer location: (Closed-System Models: The Classical Perspective) p. 28
Question Type: MC

4. The father of scientific management is widely considered to be _____.
 - a. Henri Fayol
 - b. Max Weber
 - *c. Frederick Taylor
 - d. Douglas McGregorAnswer location: (Scientific Management) p. 28
Question Type: MC

5. Which of the following is not considered a classical or machine model of management?
 - a. Scientific management
 - b. Bureaucratic management
 - *c. Total quality management
 - d. Administrative managementAnswer location: (Closed-System Models: The Classical Perspective) p. 28
Question Type: MC

6. Scientific management and bureaucratic management are commonly referred to as _____ of management.
- a. Machine models
 - b. Traditional models
 - c. Classical models
 - *d. All of the above

Answer location: (Closed-System Models: The Classical Perspective) p. 28

Question Type: MC

7. Time motion studies are most closely identified with _____.
- *a. Scientific management
 - b. Bureaucratic management
 - c. Administrative management
 - d. Human relations theory

Answer location: (Task Performance) p. 28

Question Type: MC

8. One of the criticisms levied against scientific management is that the worker is hired for his/her physical labor rather than his/her mind. In which of the following examples is this criticism largely absent?

- *a. A probation officer has considerable freedom in developing a treatment plan for her probationers.
- b. A correctional officer is told by his sergeant what to do, how to do it, and when to do it.
- c. A police officer, on his first day of duty, is given an 839 page policy manual to follow.
- d. A new security officer is told by his supervisor to "do as you're told and speak when spoken to."

Answer location: (Motivation) p. 30

Question Type: MC

9. A police department detective unit assigns case to detectives based on three crime types—homicide/robbery, vice and narcotics, and all others. This assignment is most consistent with Fayol's principle of _____.

- a. Discipline
- b. Centralization
- c. Scalar chain
- *d. Division of work

Answer location: (Fayol's General Principles of Management) p. 31

Question Type: MC

10. Fayol advocated all of the following except _____.
- a. Employees should receive some level of job security to develop experience and expertise
 - b. Management should work to develop positive relationships among employees
 - c. Employees should be compensated at a fair rate
 - *d. Power should be concentrated at the level of the frontline worker

Answer location: (Fayol's General Principles of Management) p. 32

Question Type: MC

11. A probation officer questions whether to revoke the probation of an offender. One supervisor instructs the officer to violate the individual's probation. A second supervisor instructs the same officer to overlook the infraction. The probation officer is now faced with a dilemma of deciding who to listen to, a problem produced by a violation of which of Fayol's principles of management?
- a. Authority
 - *b. Unity of command
 - c. Unity of direction
 - d. Scalar chain
- Answer location: (Fayol's General Principles of Management) p. 31
Question Type: MC

12. Which of the following models primarily focuses on the work performed by the frontline worker?
- *a. Scientific management
 - b. Administrative management
 - c. Bureaucratic management
 - d. Total quality management
- Answer location: (Administrative Management) pg. 31
Question Type: MC

13. Bureaucratic organizations are designed to overcome the problem of nepotism by emphasizing _____.
- *a. Impersonal social relations
 - b. Hierarchy of authority and spheres of competence
 - c. Task specialization
 - d. None of the above
- Answer location: (Bureaucratic Management) p. 33
Question Type: MC

14. Which of the following best illustrates the idea of task specialization?
- a. A judge handles all cases—civil, criminal, family, and juvenile
 - b. A parole officer supervises all offenders released in the community
 - *c. A prosecutor only handles appeals, leaving the pre-trial and trial stages to other prosecutors
 - d. A police detective is considered a generalist, responsible for investigating all crime types
- Answer location: (Bureaucratic Management) p. 35
Question Type: MC

15. The idea of red tape results from bureaucracy's emphasis on _____.
- a. Impersonal relations
 - b. Task specialization
 - *c. Rules and procedures
 - d. Merit-based promotion and selection
- Answer location: (Bureaucratic Management) p. 37
Question Type: MC

16. The War on Drugs has resulted in the passage of statutes requiring lengthy mandatory terms of incarceration for certain drug offenders even though rehabilitation might be more effective. The strict adherence to the law without considering other innovative approaches may be described as _____.

- *a. Excessive rulification
 - b. The development of a grapevine
 - c. A departmentalization mentality
 - d. Over-innovation
- Answer location: (Bureaucratic Management) p. 37
Question Type: MC

17. A gang unit in a police department sees its work (apprehending gang members) as more important than the work of patrol officers (enforcing the criminal law, more generally) to the point where members are making it difficult for patrol officers to complete their jobs. The problem with the gang unit may be described as _____.
- a. Excessive rulification
 - b. The development of a grapevine
 - *c. A departmentalization mentality
 - d. Over-innovation
- Answer location: (Bureaucratic Management) p. 38
Question Type: MC

18. The dominant organizational model in criminal justice organizations today is _____.
- a. Scientific management
 - b. Total quality management
 - c. Administrative management
 - *d. Bureaucratic management
- Answer location: (Bureaucratic Management) p. 39
Question Type: MC

19. The Hawthorne studies revealed a number of different findings related to the workplace. Which of the following was not one of these findings?
- a. Informal groups tend to develop in the workplace
 - b. Work attitudes help determine productivity
 - *c. Pay is the primary motivator of employees
 - d. Increased attention paid to workers led to increased output
- Answer location: (Open-System Models: The Humanistic Perspective) p. 46-47
Question Type: MC

20. Which of the following is not one of the four basic characteristics that emerge from human relations theory?
- a. Individuals possess differences
 - b. Workers can be motivated to achieve organizational goals
 - c. Employees like to be treated with respect
 - *d. Workers are hired for their physical abilities rather than their mental abilities
- Answer location: (Open-System Models: The Humanistic Perspective) p. 47
Question Type: MC

21. Total quality management emerged in the United States after company successes in the 1970s and 1980s in what country?
- a. China
 - b. Great Britain

*c. Japan

d. Germany

Answer location: (Total Quality Management (TQM) Model) p. 48

Question Type: MC

22. As part of its Total Quality Management (TQM) approach, the Smithtown Police Department regularly examines other police departments in search of successful strategies to adopt. This process relates to the TQM idea of _____.

a. Employee involvement

b. Customer focus

c. Continuous improvement

*d. Benchmarking

Answer location: (Total Quality Management (TQM) Model) p. 49

Question Type: MC

23. According to the supply chain/synergy perspective, who is the immediate supplier of inmates to a state prison?

a. The victim

b. The police

*c. The courts

d. 911 dispatchers

Answer location: (Supply Chain/Synergy Model) p. 52

Question Type: MC

24. All of the following models of organizations advocate considering customer input except _____.

a. Total quality management

b. The supply chain/synergy model

c. Learning organizations

*d. Administrative management

Answer location: (Open-System Models: The Humanistic Perspective) pgs. 48-56

Question Type: MC

25. Criminal justice organizations are influenced by their environment. Which of the following changes has not occurred in recent years?

*a. Declining number of immigrants in the workforce

b. Technological advances including the widespread use of the Internet

c. Decreasing confidence in American businesses

d. Globalization

Answer location: (Changing Face of the Criminal Justice System— Need for a Learning Organization)

p. 57

Question Type: MC

True/False (16)

26. The open systems model states that the actions of organizations are best explained by reference to internal organizational characteristics.

a. True

*b. False

Answer location: (Closed-System Models: The Classical Perspective) p. 27

Question Type: TF

27. Explanations for organizational events are likely to be more limited if one adopts an open-systems approach.

a. True

*b. False

Answer location: (Closed-System Models: The Classical Perspective) p. 27

Question Type: TF

28. Classical perspectives such as scientific management, bureaucratic management, and administrative management share the view that individuals are rational in their decision-making.

*a. True

b. False

Answer location: Closed-System Models: The Classical Perspective) p. 28

Question Type: TF

29. Frederick Taylor believed that the best way to perform work could be identified using a manager's gut instincts or hunches.

a. True

*b. False

Answer location: (Task Performance) p. 28

Question Type: TF

30. According to the principles of scientific management, managers were to be given authority only related to their respective area of expertise.

*a. True

b. False

Answer location: (Supervision) p. 29

Question Type: TF

31. Scientific management was criticized for incorrectly assuming that workers would behave in predictable, similar ways.

*a. True

b. False

Answer location: (Motivation) p. 30

Question Type: TF

32. Fayol's principles of management suggest that authority in the organization should be concentrated primarily at the bottom of the hierarchy.

a. True

*b. False

Answer location: (Fayol's General Principles of Management) p. 32

Question Type: TF

33. Fayol's principle of centralization conflicts with modern management thought which views frontline workers as capable and willing to make important decisions.

*a. True

b. False

Answer location: (Fayol's General Principles of Management) p. 33

Question Type: TF

34. Fayol proposed six general principles of management.

a. True

*b. False

Answer location: (Fayol's General Principles of Management) p. 31-32

Question Type: TF

35. The personable leader of a gang organization is incarcerated leading to the disintegration of the gang. This illustrates Weber's argument that authority should lie in the position, not a person.

*a. True

b. False

Answer location: (Hierarchy of authority and spheres of competence) p. 34

Question Type: TF

36. The grapevine is a formal communication channel in organizations.

a. True

*b. False

Answer location: (Bureaucratic Management) p. 37

Question Type: TF

37. The Hawthorne effect is based on the idea that workers will be more productive if their wages are increased.

a. True

*b. False

Answer location: (Open-System Models: The Humanistic Perspective) p. 46

Question Type: TF

38. Like in most classical perspective approaches, total quality management places little value on employee input into key decisions about the organization.

a. True

*b. False

Answer location: (Total Quality Management (TQM) Model) p. 49

Question Type: TF

39. If the components (subsystems) of the criminal justice system are operating in synergy, they are coordinating and cooperating in order to get work done.

*a. True

b. False

Answer location: (Supply Chain/Synergy Model) p. 51-52

Question Type: TF

40. Learning organizations can be considered closed system organizations.

a. True

*b. False

Answer location: (Changing Face of the Criminal Justice System— Need for a Learning Organization)
p. 56

Question Type: TF

41. Learning organizations rely less on rules thereby allowing frontline workers to address dynamic problems quickly.

*a. True

b. False

Answer location: (Changing Face of the Criminal Justice System— Need for a Learning Organization)

p. 61

Question Type: TF

Short Answer (5)

42. Assuming the department of corrections is an open system, identify four external environmental factors that may help people understand why the prison population is increasing in a particular state.

Varies, but may include overall population increases in society, changes in demographics (age, etc.), get tough laws passed by legislatures, more arrests by police, more convictions by prosecutors, etc.

Answer location: (Closed-System Models: The Classical Perspective) p. 27

Question Type: SA

43. Frederick Taylor's scientific management viewed the role of managers as fourfold. What was expected of managers in order to create an effective and efficient organization?

Develop and codify procedures describing the best way to perform work, select workers with skills and abilities to perform the work, train them in the procedures, and monitor and support them via careful planning.

Answer location: (Task Performance) p. 29

Question Type: SA

44. Both Henri Fayol and Max Weber argued that a division of labor/task specialization contributed to a more effective and efficient organization. How does dividing work into smaller tasks improve the performance of those completing those tasks?

Workers develop expertise, something they could not do if they had to know everything. Workers can master their individual tasks. There is less interference and each person becomes responsible for completing their part of the task.

Answer location: (Fayol's General Principles of Management, Bureaucratic Management) p. 32-33 and 35

Question Type: SA

45. Identify and briefly describe the four basic elements of total quality management.

Employee involvement (workers provide input), customer focus (they are the final judges of quality), continuous improvement (enhance performance), and benchmarking (look to other organizations for successful ideas).

Answer location: (Total Quality Management (TQM) Model) p. 49

Question Type: SA

46. Criminal justice organizations have faced a changing environment characterized by demographic shifts, a global borderless world, technological advancements, increased diversity, and heightened demands for corporate responsibility. What are five changes organizations can make in their design to address these challenges?

Varies, but shift from vertical to horizontal structures, afford more discretion and authority to frontline workers, share more information with frontline workers, empower workers to make changes and adapt as needed, and collaborate with clients and customers.

Answer location: (Changing Face of the Criminal Justice System— Need for a Learning Organization) p. 60-61

Question Type: SA

Essay (4)

47. What is the difference between the closed-systems and open-systems views of organizations? Is it realistic to ever consider a criminal justice organization completely closed? Explain your answer and provide an example to illustrate your argument.

Varies, but the focus will be on the importance of internal (closed) and external (open) factors in shaping organizations. Organizations are more likely to be considered closed when the environment is unpredictable and unchanging. From an academic standpoint, it is easier to view organizations as closed. Practically, however, organizations, particularly commonwealth organizations (see Chapter 1), must consider the external environment.

Answer location: (Closed System Models: The Classical Perspective) and (Open System Models: The Humanistic Perspective) p. 27-28 and p. 46-48

Question Type: ES

48. During the 1800s, police officers were often selected by political leaders and removed if the political leader was voted out of office. What would Max Weber say about this approach to officer selection and promotion? Explain what procedures are in place today with respect to selection and promotion in police departments to address Weber's concerns.

Varies, but Weber thought interpersonal relations damaged the effectiveness of the organization. Workers would do what they could to preserve their jobs by satisfying those who appointed them. Moreover, there was no guarantee that such procedures resulted in the selection of the best candidates. Today, various combinations of testing and screening mechanisms are used to select officers for hiring and/or promotion, presumably increasing the likelihood that decisions are based on merit.

Answer location: (Bureaucratic Management) p. 33

Question Type: ES

49. The bureaucratic form was supposed to be high effective and highly efficient yet the term "bureaucracy" is now associated with inefficiency and poor performance. What are several of the characteristics of the bureaucratic form? How did these same characteristics intended to produce efficiency result in something very inefficient?

Varies, but specialization, intended to produce expertise, results in employees not seeing the big picture and a departmentalization mentality. Rules and procedures, designed to produce consistency, limit change and cannot be developed for all situations. The hierarchy, designed to control workers, produces informal communication and informal leaders.

Answer location: (Bureaucratic Management) p. 33-39

Question Type: ES

50. The organizational design changes necessarily to facilitate a learning organization tend to run contrary to the ideas about bureaucracy promulgated by Weber. How do these changes challenge traditional bureaucratic ideas?

Varies, but hierarchy is replaced with a more horizontal structure, rule-making is reduced and workers are empowered, information is shared throughout the organization rather than concentrated at the top, etc.

Answer location: (Bureaucratic Management) and (Changing Face of the Criminal Justice System—Need for a Learning Organization) p. 33-37 and 60-62

Question Type: ES