

Instructor's Manual and Testbank
for

Managing and Leading Today's Police Challenges, Best Practices, & Case Studies

Fourth Edition

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Chapter 1:

Leading and Managing Today's Police: Challenges and Opportunities

Chapter Overview:

This chapter started with an overview of organizations, which will be explored in more detail in Chapter 2. Police departments are organizations that must provide Services to the public in an effective and efficient manner. Organization theory and structure play an important role in policing. As a part of this discussion, we examined the meaning of leadership and management, two key ingredients in organizations. We provided some context to police leadership and management by briefly examining policing from an historical framework. History is useful in that it provides us with information about how we arrived at our current organizational arrangements. This chapter briefly examined the concept of police goals. Goals are important as they establish standards for performance. We demonstrated how goals often are enumerated in police department mission statements and strategic plans. Finally, we briefly discussed some of the challenges and opportunities confronting American law enforcement. It is important for police leaders to confront the challenges and take advantage of the opportunities. The environment of policing is constantly changing, and police leaders must be forward-thinking and ensure their departments continue to move forward in an effective manner.

Student Learning Objectives:

- understand what an organization is and how police departments meet the criteria to be called an organization
- describe why leadership and management are key components in a police organization and why they are important
- understand how and why night watches were created and how they evolved into police departments
- know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States
- distinguish between the different phases or periods of American policing
- be able to define goals, mission statements, and strategic planning and why they are important to police organizations
- list the challenges to police departments and identify other challenges that may be facing law enforcement
- know the opportunities that police departments have and why they are opportunities

Chapter 1: Multiple-Choice Items

1. Which concept refers to the fact that organizations are composed of people who interact with one another and with people outside the organization?
 - a. relatively identifiable boundary
 - b. consciously coordinated
 - c. social entity
 - d. jurisdictional borders

Answer: c

Objective: Understand what an organization is and how police departments meet the criteria to be called an organization

Page Number: 5

Level: Difficult

2. Which concept implies leadership and management?

- a. relatively identifiable boundary
- b. consciously coordinated
- c. social entity
- d. jurisdictional borders

Answer: b

Objective: Understand what an organization is and how police departments meet the criteria to be called an organization

Page Number: 5

Level: Intermediate

3. Robbery detectives who investigate robberies falls under which concept?

- a. relatively identifiable boundary
- b. consciously coordinated
- c. social entity
- d. jurisdictional borders

Answer: a

Objective: Understand what an organization is and how police departments meet the criteria to be called an organization

Page Number: 5

Level: Intermediate

4. Which concept consists of tools by which to put leadership into action?

- a. leadership
- b. community policing
- c. management
- d. problem solving

Answer: c

Objective: Describe why leadership and management are key components in a police organization and why they are important

Page Number: 6

Level: Basic

5. In a medium size police agency, who are the first-line management?

- a. police chief
- b. sergeant
- c. captain
- d. officer

Answer: b

Objective: Describe why leadership and management are key components in a police organization and why they are important

Page Number: 7
Level: Intermediate

6. Which concept consists of ensuring that tasks are accomplished, and goals are reached?
- a. leadership
 - b. community policing
 - c. management
 - d. problem solving

Answer: a

Objective: Describe why leadership and management are key components in a police organization and why they are important

Page Number: 6
Level: Intermediate

7. After the Industrial Revolution, which city in England utilized night watchman in an effort to reduce crime?
- a. London
 - b. Glasgow
 - c. Manchester
 - d. Liverpool

Answer: a

Objective: Understand how and why night watches were created and how they evolved into police departments

Page Number: 8
Level: Intermediate

8. After the Industrial Revolution, what led to the use of night watchman?
- a. increase in population
 - b. decrease in population
 - c. increase in immigration
 - d. decrease in immigration

Answer: a

Objective: Understand how and why night watches were created and how they evolved into police departments

Page Number: 8
Level: Basic

9. Who were the forerunner of today's sheriffs?
- a. Roman army
 - b. night watchmen
 - c. shire-reeves
 - d. thief takers

Answer: c

Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States

Page Number: 8

Level: Intermediate

10. Who introduced a bill in Parliament, the Act for Improving the Police in and near the Metropolis, creating the first modern police department?

- a. Henry Fielding
- b. Sir Walter Scott
- c. King John of England
- d. Sir Robert Peel

Answer: d

Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States

Page Number: 9

Level: Intermediate

11. Who employed a group of “thief takers” who investigated crimes in the area and brought criminals to justice?

- a. Henry Fielding
- b. Sir Walter Scott
- c. King John of England
- d. Sir Robert Peel

Answer: a

Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States

Page Number: 9

Level: Intermediate

12. Which king was forced to sign the Magna Carta?

- a. King Henry VIII
- b. King John of England
- c. King Edward I
- d. King James II

Answer: b

Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States

Page Number: 8

Level: Intermediate

13. Police departments were able to hire a number of veterans as officers after which war?

- a. Civil War
- b. World War I
- c. World War II
- d. Cold War

Answer: c

Objective: Distinguish between the different phases or periods of American policing

Page Number: 10

Level: Intermediate

14. What did many police departments create to help deal with the disorder during the 1960s?
- a. police-community relations units
 - b. bureaucratic policing
 - c. intelligence-led policing (ILP)
 - d. evidence-based policing

Answer: a

Objective: Distinguish between the different phases or periods of American policing

Page Number: 11

Level: Intermediate

15. Which method of policing became prevalent as a result of the 9/11 attacks?
- a. police-community relations units
 - b. bureaucratic policing
 - c. intelligence-led policing (ILP)
 - d. evidence-based policing

Answer: c

Objective: Distinguish between the different phases or periods of American policing

Page Number: 11

Level: Intermediate

16. Which method of policing is a method where decisions about practices and strategies are based on what works or is effective and efficient?
- a. police-community relations units
 - b. bureaucratic policing
 - c. intelligence-led policing (ILP)
 - d. evidence-based policing

Answer: d

Objective: Distinguish between the different phases or periods of American policing

Page Number: 12

Level: Intermediate

17. What method of policing is a method where decisions about practices and strategies are based on what works or is effective and efficient?
- a. police-community relations units
 - b. bureaucratic policing
 - c. intelligence-led policing (ILP)
 - d. evidence-based policing

Answer: d

Objective: Distinguish between the different phases or periods of American policing

Page Number: 12

Level: Intermediate

18. What are specific results or achievements toward which police departments direct their efforts?

- a. goals
- b. mission statements
- c. strategic planning
- d. order maintenance

Answer: a

Objective: Be able to define goals, mission statements, and strategic planning and why they are important to police organizations

Page Number: 13

Level: Basic

19. The statement “to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with diverse communities to improve their quality of life” is likely an example _____.

- a. a goal
- b. a mission statement
- c. a strategic planning document
- d. a provision of services

Answer: b

Objective: Be able to define goals, mission statements, and strategic planning and why they are important to police organizations

Page Number: 13

Level: Difficult

20. Black Lives Matter likely traces its roots to the shooting of which individual?

- a. Keith Scott
- b. Trayvon Martin
- c. Michael Brown
- d. Jordan Davis

Answer: b

Objective: List the challenges to police departments and identify other challenges that may be facing law enforcement

Page Number: 15

Level: Difficult

21. What essentially is the right for officers to use power to enforce the law?

- a. police legitimacy
- b. procedural justice
- c. strategic planning
- d. a mission statement

Answer: a

Objective: List the challenges to police departments and identify other challenges that may be facing law enforcement

Page Number: 16

Level: Intermediate

22. Which of the following is a recent innovation used by law enforcement?

- a. use of thief-takers
- b. fingerprinting
- c. night watches
- d. use of thief-takers

Answer: d

Objective: Know the opportunities that police departments have and why they are opportunities

Page Number: 17

Level: Intermediate

23. Which of the following is not a benefit of body-worn cameras used by police?

- a. document actions with citizens
- b. calming effect
- c. privacy
- d. training opportunities

Answer: c

Objective: Know the opportunities that police departments have and why they are opportunities

Page Number: 17

Level: Intermediate

Chapter 1: True-False Items

1. Organizations are entities consisting of two or more people who cooperate to accomplish an objective or objectives.

- a. True
- b. False

Answer: True

Objective: Understand what an organization is and how police departments meet the criteria to be called an organization

Page Number: 4

Level: Basic

2. Social entity refers the organization's goals and the public served.

- a. True
- b. False

Answer: False

Objective: Understand what an organization is and how police departments meet the criteria to be called an organization

Page Number: 5

Level: Intermediate

3. The term consciously coordinated implies leadership and management.

- a. True

b. False

Answer: True

Objective: Understand what an organization is and how police departments meet the criteria to be called an organization

Page Number: 5

Level: Basic

4. Patrol officers generally are lieutenants and captains who are responsible for units within a Police department.

a. True

b. False

Answer: False

Objective: Describe why leadership and management are key components in a police organization and why they are important

Page Number: 6

Level: Intermediate

5. Leadership is getting things done through other people.

a. True

b. False

Answer: True

Objective: Describe why leadership and management are key components in a police organization and why they are important

Page Number: 6

Level: Basic

6. Early night watches involved citizens who patrolled the streets at night to deter and observe for crime.

a. True

b. False

Answer: True

Objective: Understand how and why night watches were created and how they evolved into police departments

Page Number: 8

Level: Basic

7. Early night watchman had a significant impact on reducing crime.

a. True

b. False

Answer: False

Objective: Understand how and why night watches were created and how they evolved into police departments

Page Number: 9

Level: Intermediate

8. The Magna Carta served as the foundation of the United States Constitution.
- a. True
 - b. False
- Answer: True
- Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States
- Page Number: 8
- Level: Basic
9. The first policing system to evolve in England was the frankpledge system.
- a. True
 - b. False
- Answer: True
- Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States
- Page Number: 8
- Level: Basic
10. The night watchmen were the forerunner of today's sheriffs.
- a. True
 - b. False
- Answer: False
- Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States
- Page Number: 8
- Level: Intermediate
11. Sir Robert Peel believed that the military provided the best management structure for a modern police department.
- a. True
 - b. False
- Answer: True
- Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States
- Page Number: 9
- Level: Intermediate
12. Henry Fielding was an early reformer who wrote about crime and poverty in London in an effort to draw attention to the crime problem.
- a. True
 - b. False
- Answer: True
- Objective: Know the history of the London Metropolitan Police Department and how it contributed to modern policing in the United States
- Page Number: 9
- Level: Basic

13. Early police departments were inefficient and rife with corruption.
- a. True
 - b. False
- Answer: True
Objective: Distinguish between the different phases or periods of American policing
Page Number: 9
Level: Basic
14. Police scandals often resulted in reform political candidates to be elected and brought changes to the police departments.
- a. True
 - b. False
- Answer: True
Objective: Distinguish between the different phases or periods of American policing
Page Number: 10
Level: Basic
15. As a result of the 9/11 attacks, Congress passed the Omnibus Crime Control and Safe Streets Act.
- a. True
 - b. False
- Answer: False
Objective: Distinguish between the different phases or periods of American policing
Page Number: 11
Level: Intermediate
16. A mission statement a document that details specific goals that a police department is committed to accomplish and the specific strategies the department deploys to accomplish the goals.
- a. True
 - b. False
- Answer: False
Objective: Be able to define goals, mission statements, and strategic planning and why they are important to police organizations
Page Number: 14
Level: Intermediate
17. Goals are specific results or achievements toward which police departments direct their efforts.
- a. True
 - b. False
- Answer: True
Objective: Be able to define goals, mission statements, and strategic planning and why they are important to police organizations
Page Number: 13
Level: Basic

18. Black Lives Matter is a national movement that is a reaction to the police shooting black men.

a. True

b. False

Answer: True

Objective: List the challenges to police departments and identify other challenges that may be facing law enforcement

Page Number: 15

Level: Basic

19. Police legitimacy is how citizens evaluate police performance.

a. True

b. False

Answer: False

Objective: List the challenges to police departments and identify other challenges that may be facing law enforcement

Page Number: 16

Level: Intermediate

20. Body-worn cameras by police can increase transparency and citizens' views of procedural justice.

a. True

b. False

Answer: True

Objective: Know the opportunities that police departments have and why they are opportunities

Page Number: 17

Level: Intermediate

21. Privacy is one concern with body-worn cameras.

a. True

b. False

Answer: True

Objective: Know the opportunities that police departments have and why they are opportunities

Page Number: 16

Level: Basic

Chapter 1 Discussion Questions:

1. What is leadership and how does it affect the police organization?

Answer: Leadership is getting things done through other people. Leaders ensure that tasks are accomplished and goals are reached. Administrators in a police organization guide and lead the department by setting an overall direction and are at the highest levels within a police department. Administrators by working with governing officials and citizens identify priorities or goals.

2. What is management and what are the levels of management in a police department?

Answer: Management consists of tools by which to put leadership into action. These tools include decision making, planning, providing direction, making decisions about staffing, communicating, organizing, and budgeting. Police chiefs are the primary conduits for the public to provide input into a police department. Middle managers are also involved in managing; they manage their individual units to ensure that their officers' activities contribute to accomplishing the goals as set by the department's administrators. Supervisors, generally sergeants, manage their officers by monitoring their subordinate's activities on a regular basis.

3. Explain how English policing affected the creation of policing in the United States.

Answer: Modern policing began or has its roots in England. There were several important historical events that led up to the creation of the first modern police department in London in 1829. The first policing system to evolve in England was the frankpledge system, which was present in medieval England. The night watch program developed after the Industrial Revolution. Early reformers include Henry Fielding and Sir Robert Peel. Peel introduced a bill in Parliament, the Act for Improving the Police in and near the Metropolis. This bill created the first modern police department. Large cities in America such as New York, Boston, and Philadelphia followed London's lead and created watchman systems.

4. What are police legitimacy and procedural justice? Explain how they affect policing and why they are important.

Answer: Police legitimacy essentially is the right for officers to use power to enforce the law. However, some people and some neighborhoods question police officers' legitimate right to exercise police powers. Procedural justice, on the other hand, is how citizens evaluate police performance. Singular encounters with the public matter. They can cumulatively and over time negatively affect people's perception of the police. Procedural justice can be enhanced when police officers listen and explain their actions to citizens, treat them in a fair manner, show them dignity and respect, and have a trustworthy motive when dealing with citizens.

5. What is an organization? How do police departments meet the three criteria that describe an organization?

Answer: An organization may be formally defined as a consciously coordinated social entity, with a relative identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or set of goals. Organizations consist of many pieces that must be coordinated. Large and medium-sized police departments will have patrol, traffic, detective, training units, and so on. All of these units must be coordinated so that they work together ensuring that the

department effectively achieves its goals and objectives. When there is inadequate coordination, a police department likely will not be effective.

6. Explain why evidence-based policing is important. Provide an example of evidence-based policing.

Answer: Evidence-based policing is a method where decisions about practices and strategies are based on what works or is effective and efficient. Strategies should effectively and efficiently reduce crime and disorder. As an example, Weisburd and his colleagues examined a number of cases where problem solving was used to tackle crime problems. They found that problem solving generally contributed to reducing crime. The departments in their study used a variety of tactics to confront the problems that were encountered. When police departments tailor their responses to the problem, they often are successful in dealing with problems.

7. Why are mission statements important? What do you think is the primary mission of police departments?

Answer: A mission statement is a statement of a department's commitment to the community and provides information about how the department will accomplish. Answers will vary for Part 2.

