

Chapter 2

Administration, Authority, and Command

Learning Objectives

1. To be able to define the terms “Administration,” “Authority,” and “Command” in policing.
2. To know the attributes of Managerial Authority.
3. To identify the critical responsibilities of the three command levels.
4. To be able to discuss the managerial functions.
5. To identify the elements of different styles of supervision.
6. To be able to explain the changing nature of police management.

Key Terms

Active supervisors

Administration

Administrative functions

Administrative paradox

Authority

Bureaucracy

Chief executive’s administrative activities

Command levels

Commanding

Controlling

Coordination

Empowerment

Executive strategic level

Influence

Innovative supervisors

Learning organizations

Managerial authority

Middle management level

Organizational justice

Organizational structure

Organizing

Planning

Strategic management

Styles of supervision

Supervisory level

Supportive supervisors

Traditional supervisors

Voluntariness

Test Bank

Multiple-Choice Questions

1. The administration of a police organization involves all of the following EXCEPT:
 - a. logical coordination and arrangement of people and resources
 - b. the use of authority to command and manage
 - *c. creation of a flat structure and minimum levels of command
 - d. command authority distributed through three distinct organizational levels
2. In the majority of police departments, hierarchical structure delineates
 - *a. scalar levels of command
 - b. political relationships
 - c. performance outcomes
 - d. budget levels
3. For an authority relationship to exist and be effective, what must be present?
 - a. discipline
 - b. community contact
 - *c. voluntariness on the part of the employee
 - d. communication channels
4. The principal responsibility of a police chief executive is to:
 - a. develop on-the-scene problem-solving tactics
 - b. operationalize the department's vision at the implementation level
 - c. supervise line personnel
 - *d. administer the department and ensure it effectively carries out its mission
5. The administrative functions of a police department include all of the following EXCEPT:
 - a. human resource development
 - b. maintaining integrity and respect
 - *c. maintaining community problem-solving

d. developing and maintaining a positive organizational culture

6. A critical function of the _____ level is to align the department's mission, goals, and objectives with its operational accomplishments.

- *a. middle management
- b. executive
- c. supervisory
- d. tactical

7. Identifying the steps necessary for the operational translation of a department's mission, vision, and organizational goals is:

- a. coordination
- *b. planning
- c. controlling
- d. organizing

8. The managerial level that is the link between the department's executive and middle management levels and operations is:

- *a. supervisory
- b. middle management
- c. executive
- d. operational

9. All of the following are true about the supervisory rank EXCEPT:

- a. supervisors learn the requirements of their position through trial and error and mentoring by other supervisors
- *b. people seeking this position must successfully complete a qualifying process and an associate degree in criminal justice
- c. promotion to this position requires a significant change in operational philosophy and outlook
- d. the supervisory position intersects two different organizational worlds: administration and operations

10. The true test of leadership occurs when the supervisor achieves _____ over their officers through their willing commitment to his or her direction.

- a. command authority
- b. coordination
- c. controlling
- *d. influence

11. What type of supervisor is directive, task-oriented, and command-and-control-oriented?

- a. innovative
- b. supportive
- c. active
- *d. traditional

12. Effective organizations are ones in which:
- a. managerial authority is supported by discipline
 - *b. people work at their full potential to achieve the organization's mission
 - c. all subunits follow a specific plan
 - d. leaders are control-oriented
13. For strategically managed departments to be successful, middle managers and line supervisors must be held accountable:
- *a. for the quality of their plans, their oversight of operations, and results obtained
 - b. their use of discipline
 - c. for budgetary resources
 - d. crime clearance rates
14. Executives and middle managers expect supervisors to accomplish all of the following EXCEPT:
- a. manage day-to-day operations
 - b. work for the attainment of organizational objectives
 - *c. maintain a tightly controlled unit
 - d. create a positive work environment
15. The areas of responsibility at the core of the police executive's role include all of the following EXCEPT:
- a. the community
 - b. the governing body
 - c. the department and its workforce
 - *d. the legislature
16. Setting direction through leadership, authority, motivation, and empowerment is:
- a. coordination
 - b. controlling
 - *c. commanding
 - d. planning
17. Behavioral approaches used by supervisors to influence employees are:
- a. techniques of supervision
 - *b. styles of supervision
 - c. leadership techniques
 - d. modes of control
18. For strategic management to be successful, it is critical that:
- a. policy and procedures are developed
 - b. output and outcomes are identified
 - *c. middle managers and supervisors are empowered

d. community leaders are part of the planning process

19. What type of supervisor has a low level of task orientation, is innovative, and empowers their officers by encouraging them to engage in community policing and problem solving?

- a. traditional
- b. active
- *c. innovative
- d. supportive

20. Supervisory management style is affected by all of the following EXCEPT:

- *a. training
- b. task orientation
- c. beliefs, values, and attitudes
- d. how they think subordinates should be managed

True/False Questions

1. All department successes and failures are products of human behavior.

- *a. True
- b. False

2. Administration and management involves the exercise of command authority in order to control, direct, and coordinate the department's personnel, resources, and activities.

- *a. True
- b. False

3. Police chiefs experience an administrative paradox when the internal pressures they experience conflict with their personal expectations.

- a. True
- *b. False

4. The supervisory level is identified in the research as the source of subversion, resistance, and change efforts in policing.

- a. True
- *b. False

5. Commanding involves the structuring of an organization and deployment of resources necessary to establish accountability, workload, and resource distribution.

- a. True
- *b. False

6. Direction is set through leadership, authority, motivation, and empowerment.

- *a. True

b. False

7. The Task Force on 21st Century Policing noted that a fundamental responsibility of all police executives is to consistently evaluate their organization's arrest productivity.

a. True

*b. False

8. Strategic management depends upon the empowerment of middle managers and supervisors.

*a. True

b. False

9. Managerial control of employees is the lynchpin that unites the decisions and actions of executives, operational commanders, line supervisors, and front-line officers.

a. True

*b. False

10. Police departments, through the use of strategic management techniques, are creating open-system adaptive-learning organizations.

*a. True

b. False

Essay Questions

1. Define the meaning of the terms "administration," "authority," and "command" in policing.

2. Identify and describe the three levels of command in policing.

3. Identify and describe the key elements of supervisory styles.

4. Describe the changing nature of police organizational management.

5. Identify and define the functions of management.