

Organization & Administration in Criminal Justice (AJ 535) - Fall 2009

Instructor: Philip E. Carlan, Ph.D.

Class Period: Monday/Wednesday/Friday (10:00-10:50)

Office Hours: Arthell Kelley
Monday/Wednesday 9:00-10:00; 11:00-12:00; 1:30-2:00
Friday 9:00-10:00; 11:00-11:30; 1:00-4:30
And by appointment.

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Textbook: *Justice Administration*, 5th ed. (2007)
Kenneth J. Peak (Pearson/Prentice Hall)

General Education Curriculum Statement

AJ 435 is part of the General Education Curriculum (GEC) of the University. As a consequence, the course fulfills the following GEC Student Learning Outcomes:

- 1a. Students will demonstrate the ability to develop and focus on one topic in speaking and writing assignments and present ideas in an organized, logical, and coherent form.
- 1b. Students will demonstrate the ability to use Standard English grammar, punctuation, spelling, and usage.
- 9a. Students will demonstrate the ability to write an analytical essay.

Course Goals and Objectives

This course aims to equip students with the tools essential for successful employment in criminal justice organizations. At the conclusion of the course, students will be able to:

1. State the basic principles of management and leadership in criminal justice settings;
2. Describe methods of personnel recruitment, selection, and retention in criminal justice agencies;
3. Articulate the basic legal rights of criminal justice employees;
4. Discuss the civil liabilities and associated challenges facing criminal justice managers;
5. Identify the social-psychological influences on criminal justice employees;
6. Outline the organization and management of criminal justice operations; and
7. Explain the roles and functions of personnel in criminal justice organizations.

Attendance Policy

Due to the importance of interaction and discussion, it is imperative that students be physically and mentally present for all class sessions. A course reduction of one letter grade will be assessed upon a fourth absence. No course credit will be issued (regardless of current standing) upon a seventh absence.

Withdrawal Policy

The last day to drop this class without financial penalty is **Tuesday, September 1, 2009.**

The last day to drop this class without academic penalty is **Wednesday, September 30, 2009.**

Grading Scale

A = 91-100 B = 82-90 C = 73-81 D = 64-72 F = Below 64

Grading Composition

Exam 1	30%	
Exam 2	30%	Adjusted Time: Wednesday, December 2 (10:00 – 10:50)
Project 1	10%	Administration Interview Report (2000 Words) & Class Presentation
Project 2	10%	Conflict Paper (2000 Words) & Presentation (Monday, December 7: 8:00 – 10:30)
Project 3	10%	Reflective Essay (3000 Words)
Project 4	10%	Lecture

Exam 1

Employee Survival Principles (Lecture and Discussion)
Organization & Administration: Principles and Practices
Rights of Criminal Justice Employees

Exam 2

Rights of Criminal Justice Employees
Discipline and Civil Liability
Police Issues and Practices

Project 1

Create an interview instrument that addresses dimensions covered in course readings and discussions. Then, administer that instrument to a justice administrator and write a paper that compares and contrasts those views with those from the course. Each student must submit a 2000 word paper summarizing interview findings (double spaced, 12 pt font, Times New Roman), and present such to the class (minimum 10 minutes). In an effort to preserve the valuable time of justice administrators, all interview requests must receive advance instructor approval to avoid multiple requests of same person.

Project 2

You are a finalist for the position of Chief of Police for Mississippiville. You are aware of the many problems facing the city and the makeup of its police personnel (see syllabus attachment). Utilizing information covered in this course, write a comprehensive account of the management techniques and decisions you would incorporate to improve the department's administrative problems. The paper must be no less than 3000 words (double spaced, 12 point font, Times New Roman). The presentation will occur via responding to class questions in the form of a managerial employment interview.

Project 3

Relying on all knowledge acquired from all criminal justice courses, construct an essay describing the significance of the historical development, evolution, and structure of contemporary criminal and juvenile justice systems. The paper should illustrate an adequate understanding of the (a) theoretical and ethical foundations of justice, (b) legal theory, and (c) the role and impact of the Constitution, judiciary, and legislature in the formation of justice policy. The paper must be no less than 3000 words (double spaced, 12 point font, Times New Roman) and must include an explanation of how the portfolio materials contributed to the synthesis and analysis of your foundational knowledge.

Project 4

Each graduate student will research a management topic of import to a segment of the criminal justice system (e.g. police, corrections, etc.). A minimum of five peer-reviewed articles must serve as the basis for the presentation. The presentation must include power point, consume at least 30 minutes class time, and will be judged on preparation, delivery, and leadership. The date and time of presentation will be negotiated; once established, failure to appear will result in a grade of zero (without justification).

Portfolio

Students are required to submit a portfolio consisting of **all work** completed in the course (reflective essay, administration interview report, and conflict management paper). The portfolio must be turned in no later than the final regular class meeting (Wednesday, December 2). The portfolio will not comprise a portion of the course grade, but must be submitted to receive course credit.

An electronic copy of each project (in Microsoft Word) must be sent to the instructor via email (total of three attachments) by the due date noted in the preceding paragraph.

Exam Make-Up Policy

Make every effort to take examinations at scheduled times. In the event of a missed exam, the make-up will be taken (if permitted) at the instructor's discretion. To qualify for this privilege, the instructor must be notified prior to the exam or, in the case of an unavoidable emergency, as soon thereafter as possible.

Disabilities Policy

If a student has a disability that qualifies under the American with Disabilities Act (ADA) and requires accommodations, he/she should contact the Office for Disability Accommodations (ODA) for information on appropriate policies and procedures. Disabilities covered by ADA may include learning, psychiatric, physical disabilities, or chronic health disorders. Students can contact ODA if they are not certain whether a medical condition/disability qualifies.

Mailing Address:

The University of Southern Mississippi
Office for Disability Accommodations
118 College Drive #8586
Hattiesburg, MS 39406-0001

Contact Information:

Telephone: (601) 266-5024
TTY: (601) 266-6837
Fax: (601) 266-6035

Academic Honesty/Plagiarism Statement

Students are expected to adhere to the highest standards of academic honesty as outlined in the USM Student Handbook. The University's academic honesty policy will be strictly enforced. You are expected to understand the policy which is available in the University catalog and at http://www.usm.edu/pubs/studenthandbook/p001_111.pdf. In no instance will lack of familiarity with this policy excuse the violation. Other forms of academic dishonesty include buying papers, copying paragraphs/pages of text/whole papers off the internet, copying another student's answers, etc. Academic dishonesty can result in the grade of a "0" on the assignment and/or in the course and/or the student may be reported to the Vice President for Academic Affairs for further action.

Managerial Decision-Making Paper

Congratulations! You are a finalist to be *Mississippiville's* new chief of police. This is what you have worked so hard for and now you are close to accomplishing one of your primary career goals. Of course, the previous chief resigned under pressure, and the department is in poor shape as a result of ineffective leadership. One of the reasons you are being seriously considered as the replacement hire is that you possess a college degree in justice studies. It is expected that you can turn the department around with your higher education and management training. What are you going to do? In writing your proposal, address *specific actions* that would you take or *policies* that you would create in order to be an effective leader for the department and the citizens of the community. Also, be sure to establish what your respective *leadership style* and *decision-making process* would be in these types of situations. Remember, the job and the potential safety of the community depends on your decisions. *Good luck!*

The City of Mississippiville has been “under attack” by the media for its apparent lack of ethics concerning hiring, advancement and discipline. Traditionally, the mayor has had the power related to these areas, but wielded that power in a preferential manner (leading to a highly incompetent administrative structure). As a result of the problems produced in that system, the city council is now responsible for those matters -- and your hiring. Keeping in mind that the mayor still approves budget deviations and must cooperate with you on many decisions for your policies to be effective (and that the other administrative officers in the department were a product of the mayor's practices), address how you would handle the very delicate balance between the mayor (who did not want you hired), the city council (who do not particularly like the mayor and are hoping that he loses the next election), and the media (who has lost all confidence in the competence of the police department).

The following lists some of the many continuous problems plaguing the department:

1. basically impossible to recruit and retain female officers because of the sexual harassment permeating the department;
2. college-educated officers won't even consider working for the department because the career stigma associated with employment in such an undisciplined environment;
3. sick and annual leave is at unbelievably high levels, and most agree it's the byproduct of extracurricular activities (e.g., bar-hopping, parties, moonlighting).

The media also has been an outspoken critic of race relations in the police department. The city is 30% Black, yet represents only 4% of the police department. Furthermore, as a consequence of the low numbers of Black officers, White officers feel free to routinely share prejudicial comments about Blacks in the community and their being the cause of crime in the city. Consistent with his ineffective leadership style, the previous chief did nothing to discourage such inappropriate conduct. As a result, misconduct is now not only out-of-hand but has also led to low morale for Black officers in the department. As you can imagine, Black residents also have lost confidence and trust in the police department. Keeping in mind that officers have constitutional rights to freedom of speech, explain your proposed actions toward this problem.