

California State University, Sacramento
Criminal Justice Division
CRJ 164/05/07
Fall 2009
Criminal Justice and Public Safety Administration

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Office hours Thursday 3 PM to 5 PM and by appointment or

Online, use the above email address or the WebCT mail.

Course meets: Note the following times for courses to meet, but I will be using SacCT and much of your work will be online; CrJ 164/05 will meet in Alpine 144 from 5:30 to 6:45 PM on Thursdays only, and CrJ 164/07 will meet in Alpine 156 on Thursdays only from 1:30 to 2:45 PM.

Caution: This is a course that requires some effort, homework and study. The homework is one major writing assignment and it must be done well, turned in on time and you need to print out a copy of it for yourself to use on the first two exams. The Management text is pretty straightforward with sort of all you need to know to be a successful manager. The Stillman text is more challenging. It takes concepts present in public administration, such as bureaucracy, and discusses them in an essay followed by a case study. The case studies are interesting and most students enjoy them. The key for the Stillman text is to understand that public administration is something that impacts all of us and we need to do it correctly. If we fail, as the case studies often demonstrate, results are sometimes very negative. We will cover the entire Management text first, and then use a number of chapters from the Stillman text to emphasize and reinforce the learning objectives.

This course covers the history, evolution, and development of criminal justice organizations. It explores their influence upon the interrelationships existing among management, work groups, and individuals within the context of criminal justice organizations. It is also an exploration of the major social changes influencing public safety organizations and their response to changing social, political, and economic conditions in American society.

At the conclusion of the semester students will be expected to be able to do the following:

- Describe how the major historical events forged the concept of the criminal justice system.
- Demonstrate academic honesty and the concept of intellectual property by successfully completing a writing assignment involving considerable research.

- Compare how criminal justice agencies function now and in the foreseeable future.
- Demonstrate an understanding of the basic organization, structure and functions of the police, courts, and corrections segments of the criminal justice system and how these individual segments are integrated in the overall operation of the criminal justice system.
- Describe the historical development of organization and management theories and demonstrate how these theories are integrated into criminal justice institutions.
- Compare the fundamental differences between public and private sector organizations with an emphasis on the difficulty bridging private sector organizational and managerial values to the public organizational structures.
- Analyze how major social and economic historical events, which have altered the management of criminal justice organizations (e.g. the Civil Rights Movement, fiscal austerity, and the like).
- Compare and contrast how major theorists and practitioners contributed to organization theory and behavior and their assimilation into the administration of criminal justice organizations.
- Explain moral and ethical issues inherent in the administration of justice programs and services.

Required Texts

Richard J. Stillman II (2005). Public Administration: Concepts and Cases, 8th Ed. Boston: Houghton-Mifflin.

Michael A. Hitt, J. Stewart Black and Lyman W. Porter (2009). Management, 2nd Ed. Upper Saddle River, N.J. : Pearson Prentice Hall.

Wall Street Journal; Eastern Edition, available from the CSUS Library, online. I expect you to read it daily. Go to databases, go ProQuest Newspapers, go to Publications, go to W, there it is.

Method of instruction:

This course explores the topics required to meet the learning objectives using a combination of lectures, videos, discussions, and especially readings available on the CSUS Library Databases and Periodical Indexes. These assignments will usually cover current events that illustrate issues covered in the text. For these you must know how to find them. This means that you must have a SacLink

account and pin (and you can create a proxy server for remote access) and have been to the library to understand how to get on the CSUS Database system and master it. This is over \$500,000 worth of databases and it is worth every cent. I do expect students to complete reading assignments before the lecture dates and to participate in discussions. There are times when I ask students to form groups and teach sections of assigned text material or even additional readings. Be prepared to do this. I do invite guest lecturers, usually from criminal justice agencies or someone with a different point of view, including my wife, a former Vice President from Oracle who also teaches full time at William Jessup University in their business department. Please note that video material and guest lecturer topics are likely to appear on exams.

WebCT 6.0 Information

You are required to have a Saclink account for this course. Many of the assignments, including lectures, notes and course information will be posted on WebCT version 6.0. This is a new version of WebCT and the website is placed below. Please add it to your Favorites or Bookmark it so that you can access the correct version of my course at: <http://online.csus.edu> and if you have never used WebCT you may want to use the tutorial as well at: <http://www.csus.edu/webct/student/> which includes everything you will need. Everything should work with most browsers but if you have trouble, use Internet Explorer current version and RealPlayer.

Course requirements:

Management of the course: Again, just to be clear, we will spend the first half of the semester covering the Management text. After the second exam, we will begin reading the Stillman text and I will lecture on that. The Stillman book has essays and case studies that clearly reinforce what we will cover in the management text. We will not cover the entire Stillman text, but I suggest reading it all.

Participation: Again, I expect you to have **read all assignments, view the companion site power points here: http://wps.prenhall.com/bp_hitt_man_2/** You will find a Table of Contents or TOC that has this:

☐ [Chapter 1: The Nature of Management](#)

☐ [Learning Objectives](#)

☐ [Chapter Quiz](#)

☐ [Student PowerPoints](#)

and take the weekly quiz at the companion site for the Prentice Hall text and then do the review questions, turning them in on Monday at 0800 hours. Then attend the lecture. Read ahead and lectures are much more understandable.

Exams and assignments: There will be a first exam **on Oct. 8 to Oct 9th**, a **second exam on the 5th of November to 6 November**. There will be a **Final exam on Dec. 15th for section 05, 5:15—7:15 PM and Dec. 17 for section 07 at 12:45—2:45 PM**. The Final will cover the Stillman text only. **There is no class meeting on Thanksgiving, Nov. 27th**. Exams will be primarily short answer essay, true or false, multiple choice and fill in the blank. An example of the type of question that I may ask is as follows: What do managers who move up quickly in an organization actually do? The answer to this question would be to cite the research of Fred Luthans and his associates who note that successful managers do engage in traditional management tasks, such as decision making, planning and controlling, communicating and managing human resources, but spend a significant amount of time networking. I expect you to answer with complete sentences with few or no spelling or grammatical errors. If you manage that, you receive complete credit. **Review questions** (usually ten questions) are provided in your primary text (**Management**) at the end of each chapter. I strongly recommend that you take these seriously and answer each review question fully since they are part of your grade. The first two exams are online and if you have taken the quizzes, printed out your homework, they should be very doable. Note: **there are review questions from Stillman and I am requiring that you do them**. When I teach criminal justice planning, I emphasize backwards planning. It is a useful concept. Examine the date an assignment is due, or an exam will occur, plan backwards estimating the amount of time you need to devote daily to review or work on an assignment to complete it and get it in on time. Remember the adage: no one plans to fail; they fail to plan. I follow the guidelines from the University in the matter of cheating and plagiarism. Both are addressed at length in the University Policy Manual (see the following: <http://www.csus.edu/admbus/umannual/UMP14150.htm>). If you are uncertain about either of these, please see me after you have read the policy and we will discuss them. In addition, the library has a superb link at the following URL that includes a quiz to ensure you understand the subject <http://library.csus.edu/content2.asp?pageID=175>).

Finally, I need to explain to you that I suffer from color blindness. I will at times wear what my wife calls “bizarre” outfits and I often cannot read emails or Power Points with special color fonts and backgrounds sent to me by students. Please stay with black and white when emailing me.

Grading:

The exams are each worth 100 points. Questions for review are due the week before **we cover a chapter or chapters and are worth 50 points total**. Your grade will be

based on a summary of all points earned, with a maximum score of 400 points. Grades will be based on the following percentages of the total possible numerical score: 90% and above = A, 89-80% = B, 79-70% = C, 69-60% = D, below 60% =F. Plus and minus grades are given. For example, if out of the 400 points possible, you have 360 points based on grades of 90, 90, 90, and 90 you receive an A-. I do assign minus and plus grades, as set forth by the University. I will only allow for the makeup of an exam when you have notified me in advance that you will miss the exam for a reasonable excuse. From time to time I do give practice quizzes, usually simply to see if you are keeping up with the reading. Other than embarrassment, these are not part of the grading scheme, but are certainly telling. I may also ask you to read something using the CSUS Database and quiz you on that, again to ensure you read it.

Work Item	Total Possible Points
First Exam/ Second Exam (online)	100/100
Final Exam	100
Interview With A Manager Paper	50 (instructions below)
Review Questions / Hitt et. al./Stillman (Ch. 1, 2, 5, 6, 7, 8,11,12, 15 and 16 only)	25/25

READINGS, ASSIGNMENTS AND SCHEDULE: Note: I expect you to have read the material before the week begins!

Week 1: Introduction to the course, orientation, assignments. **Complete and submit, just cut and paste in your email, in WebCT at the end of the first week, a typed biography (minimum of two pages) that answers the following: 1) Who are you? 2) Why are you here? 3) What will you do when you graduate? 4) What will you be doing five years after you graduate and where will you be doing it? 5) Any special needs or concerns I should know about, such as a disability and/or accommodation?**

Purchase texts and scan, and then read the management text, **Ch. 1. Read the entire chapter, including material and cases at the end of each chapter, for every chapter.** Read everything on WebCT course content page. Read the Appendix on the History of Managerial Thought and Practice from Management In addition, do the review questions from your primary text and submit them by the following Monday by 0800 to me using WebCT mail, cut and paste, no attachments and plan on doing this for each chapter or chapters, weekly. Again, this is graded homework. The material from both the texts is important. Management will define the terms and discusses the import of management and later the Stillman text presents public administration and the import of it, and then illustrates what happens when management and an uncaring administration fail.

Week 2 – Lecture on Ch. 1, Management and read Ch. 2 and 3 from the primary text for next week.

Week 3 – Read Ch. 4 and 5 from the Management text. We cover ethics and globalization.

Week 4 – Read Ch. 6 and 7 from your primary text for next week and we cover decision making and strategic management.

Week 5 – Read Ch. 8 and Ch. 9 from your primary text for next week. We cover the planning function and organizational structure.

Week 6 – Read Chapter Ch. 10 from your primary text We will cover in class the Human Resource function. There will be a first exam this week online, through Ch. 8.

Week 7 – Read Ch. 11 from your primary text. We will examine leadership, Ch. 9 and motivation, Ch. 10.

Week 8 – Read Chapter 12 (skip Ch. 13) from the primary text. We will examine groups and teams.

Week 9 – Read Ch. 14 and Ch. 15 from your primary text and we discuss communications.

Week 10 – Read Ch. 1 and Ch. 2 from the Stillman text (read the essays and the case studies and ask how the case studies illustrate the essays) for next week and we discuss control and organizational change. The second exam will be this week, Ch. 9 to Ch. 15 of the text.

Week 11 – Read Ch. 5 and Ch. 6 from the Stillman text. We discuss what public administration is as well as bureaucracy

Week 12 – Read Ch. 7 and 8 on from Stillman and we discuss intergovernmental relations and the informal group.

Week 13 – Read Ch. 11 and Ch. 12 from Stillman. We discuss decision making.

Week 14 – Read Ch. 15 and Ch. 16 from Stillman and we discuss public budgets and public service deregulation and ethics.

Week 15 – We discuss public sector deregulation and ethics.

Week 16 – Final exam, **Dec. 15th for section 05, 5:15—7:15 PM and Dec. 17 for section 07 at 12:45—2:45 PM.**

Suggested Readings:

The Army Leadership Manual: This is a superb manual, revised recently, that provides definitions, discussions and examples of leadership and leadership characteristics. It is lengthy, and could serve as a text for a course on leadership (which it does in Army Schools). **If you truly want to lead, or are wondering what true leadership is, this is a must read.** Just go to Google and type in the terms: army leadership manual. Or just buy it on Amazon. I just bought one for \$1.44.

This Website contains a listing of courses available from Sam Houston State University courtesy of Dr. Friel. I recommend reviewing the course, Statistical Procedures for Law Enforcement at: http://www.shsu.edu/~icc_cmf/ Leaders need to be technically competent and aware of research methods and statistical analyses.

Website of Criminal Justice Ethics, worth reviewing for current articles.
<http://www.lib.jjay.cuny.edu/cje/html/cje.html>

Criminal Justice leaders need to understand how lobbying and passing legislation works, both at the state and federal level. This organization provides a good understanding of this; they are very effective. <http://www.alec.org/>

International City/County Management Association (ICMA). This organization is where the city or county managers go to for expertise on how to manage police, fire and corrections, as well as budgets and so on. If you contemplate managing or leading in a municipal or county setting, visit this site. <http://www.icma.org/>

Final Note: I do have a great deal of experience leading and managing in a number of different settings, including the federal government, private industry and non-profit. I have also studied this a great deal. If you have specific interests or questions, or want some guidance on finding answers or more material, please let me know.

Summary of requirements:

Attendance

Biography

Read all assignments

Answer all review questions from Management and Public Administration

Mid-term, Final and Interview with a manager from a Criminal Justice Agency

Watch the Prentice Hall videos

Use the companion Prentice Hall Website for Power Points and sample quizzes.

Interview instructions:

Interview a manager from a criminal justice agency. This would be someone who manages other managers or supervisors. The interview should last for an hour if possible. Ask them how they got to where they are, their education, training, any organizations they belong to, then determine, by asking or clarifying,

the basic organization, structure and functions of the agency and how it interacts with the criminal justice system and how these individual segments are integrated in the overall operation of the criminal justice system. Also, ask about the history of the organization. What management or leadership theories does this manager utilize? Ask them if they find it more challenging to work in the public sector than the private sector and what the differences are between public and private sector management. Ask them what social and economic events, which have altered the management of criminal justice organizations (e.g. the Civil Rights Movement, fiscal austerity, and the like). Finally, ask them which management function they spend the most time on and why. And finally, ask them how they ensure a moral and ethical work force. Then ask them anything else you like, including asking for a job.

Turn this interview into a five page, size 12 fonts, double spaced paper, reporting on what you have learned. You can offer to not report on the name of the individual or the organization, if they are not comfortable with your doing so and make sure you thank them. Interview paper is due on December 3rd, submitted by SacCT mail, cut and paste, no attachments.