

California State University, Sacramento
Criminal Justice Division
CRJ 163/04
Spring 2009
Leadership in Criminal Justice and Public Safety

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Office hours: T/TH 3:00 PM to 5:00 PM and by appointment

Class Meets: Online

Course Description:

This course is an upper division core course that addresses the role of leadership in shaping and directing complex justice and public safety organizations. Leadership styles, roles, communication, group dynamics and organizational culture are examined and applied to organizational maintenance, adaptation and change. Course also addresses the role of employee organizations, and personal practices in shaping leadership options and styles in public agencies. Particular attention is focused on implementing leadership in the bureaucratic and public agencies typical to the fields of criminal justice and public safety administration.

Course Goals:

Examine the varieties of leadership and how they are employed in criminal justice agencies.

Examine the theoretical foundations of leadership.

Examine successful leaders, traits and methods.

Examine the differences between management and leadership and managing and leading.

Expose the student to the skills and behaviors needed to successfully lead others.

Learning Outcomes: At the end of the semester the student should be able to identify, articulate and demonstrate an understanding of:

The need for leadership in criminal justice and public safety organizations.

The differences between managing and leading.

What constitutes exemplary leadership?

The role of power in leadership.

The personal development of leadership skills, traits and attributes.

The need for personal change and how that is accomplished.

Leadership in teams and groups.

The expectations of a leaders constituents, collaborative efforts, and inspiring a shared vision.

How leadership is modeled and followers are led.

The role of the leader and processes followed in managing a crisis.

Effective decision-making and levels of analysis.

New paradigms in leadership theory.

Text:

Stephen P. Robbins. 2008. *Organizational Behavior* (13th Ed). Upper Saddle River, NJ: Prentice-Hall. ISBN 10: 0-13-600717-1 or ISBN 13: 978-0-13-600717-3. This text is expensive but well worth it. For the companion site with Student Power Points go here: http://wps.prenhall.com/bp_robbins_ob_13 and they also have weekly quizzes on each chapter that I recommend. To watch the videos that accompany it go to: <http://www.prenhall.com/robbinsvideo> and the user name is my email: capron@csus.edu and the password is 123456. There are a number of video clips that go with several of the chapters. At a minimum, I would watch (and you will need Quick Time or Windows Media Player): Surfer Girl is excellent about attitudes and goes with Ch. 3. Recipe for Success goes with Ch. 2 and Ch. 10 and considers how people learn and are motivated. Gender Gap discusses compensation and values and goes with Ch. 4 as does Fired for Being Fat, Dilley Six Pack. Building Confidence goes with Ch. 8 and considers emotions and rational thinking.

Getting Your Message goes with Ch. 11 and discusses communication as is Innovative Gadgets. Bullies on the Job is for Ch. 15, and considers conflict. Watch Army Boot Camp for fun and the last couple deal with Stress.

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. ALL 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:

Participation: Again, I expect you to have **read all assignments, and then watch the video, and then do the review questions for credit. Remember that I track the amount of time spent online.**

Exams and assignments: There will be a **Mid-term on March 24th from 0800 to 8:00 PM** and a **Final exam on May 19th from 0800-8:00PM** with the Final not comprehensive. Exams are open for two hours and once you begin you must complete them and yes they are open book, unless you would prefer not to use it. 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. **Questions for review** (usually ten questions) are provided in your text 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. 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. Finally, this text comes with a self assessment CD. In past courses I required students to take the assessments and report results in a portfolio. I think that was valuable, but it was a great deal of work for students and the instructor. I simply encourage you to take them and determine what needs work.

Grading:

The mid-term and final are each worth 100 points. Questions for review are due the week **after we cover a chapter or chapters and are worth 100 points total**. Your grade will be based on a summary of all points earned, with a maximum score of 300 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 300 points possible, you have 270 points based on grades of 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
Mid-Term	100
Final Exam	100
Questions for Review Homework	100
Questions for Review Are Due Monday by 0800	Turn them in by WebCT Mail, Cut and Paste, no attachments

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 by mail 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 text and scan, and then read from your Text, **Ch. 1, Introduction to management and organizational behavior. Read the entire chapter, including material and cases at the end of each chapter, for every chapter.** Watch the video presentation for Ch. 1. Read everything on WebCT initial page. Read Appendix A as well. In addition, do the Questions for review and submit them by the following Monday at 0800 and plan on doing this for each chapter. Again, this is graded homework.

Week 2 – Read Chapter 2-Foundations of Individual Behavior and the case studies beginning on P. 693-713(Lots of material-start early). Do the review questions and turn in by the next Monday at 0800.

Week 3 - Read Chapter 3- Attitudes and Job Satisfaction.

Week 4 - Read Ch. 4 Personality.

Week 5 - Read Chapter 5- Perception and Individual Decision Making

Week 6 – Read Chapter 6 - Basic Motivation Concepts.

Week 7 - Read Chapter 7 - Motivation: From Concepts to Applications

Week 8 - Read Chapter 8 – Emotions and Moods and Read Chapter 9 - Foundations of Group Behavior and Chapter 15 Conflict and Negotiation, yes three chapters.

Week 9 – Take the mid-term (mid-term March 24th and I will open it from 0800 until 8:00 PM) and then Read Chapter 10 - Understanding Work Teams

Spring Break: March 30 to April 5th . Go skiing, go to Hawaii, have fun.

Week 10 - Read Chapter 11 – Communication

Week 11 – Read Ch. 12, Leadership Basics

Week 12 - Read Chapter 14 – Power and Politics

Week 13 – Read Ch. 16 – Foundations of Organizational Structure

Week 14 – Read Ch. 19 – Organizational Change and Stress Management

Week 15 – Read Ch. 18 - Human Resource Policies and Practices and note that I will not lecture or expect homework on Ch. 13 and 17 but they are good chapters and I encourage you to read them.

Week 16 – Final Exam on **May 19th from 0800 to 8:00 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:

Biography

Read all assignments

Answer all Questions for review

Mid-term

Final

Watch the Prentice Hall videos

Use the companion Prentice Hall Website, especially the quizzes and take the self assessment evaluations.