

JUSTICE A221:603 - Justice Organization and Management Fall 2009

Meeting Time and Place: MW 2:30-3:45 pm, ADM 142

Instructor: Dr. Sharon Chamard
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Office: MW: 12:00-2:00 pm
Hours: Other times by appointment

Course Description:

Survey of organization and management of police, court, correctional and legal operations, agency roles, goals, structural arrangements and administrative practices; applicability of theory and research; techniques and instruments of organization and management; and principles of change.

Course Goals:

This course is designed as a foundation and introduction to theories, research and traditional practices related to organization and management in the justice field. Students who successfully complete it should have an understanding of the roles, goals and structure, and administrative practices of police, legal, and correctional agencies as well as of the most significant philosophy and research underlying each of these areas. You should also become familiar with the basic approaches, techniques and instruments of analysis. Finally, you should attain an understanding of strategies and models which appear to have potential for improving existing justice organizations and management. This course shall serve as a foundation for more specific advanced courses in police, courts, and correctional administration.

Texts:

Stojkovic, Stan, David Kalinich, and John Klofas. 2008. Criminal Justice Organizations: Administration and Management. 4th ed. Belmont, CA: Thomson Wadsworth. [REQUIRED]

A copy of this textbook is available on Reserve at the Consortium Library.

Course Grading:

Grading is based on three components—tests, reading quizzes, and in-class writing assignments.

1. Tests - There are four tests, each at the end of the first four units of the required textbook. **Each test is worth 15%, for a total of 60% of your overall grade.**
 - Test 1 – chapters 1-3
 - Test 2 – chapters 4-8
 - Test 3 – chapters 9-11
 - Test 4 – chapters 12-15 (Test 4 will occur during the final exam period, but it is NOT cumulative.)
2. Blackboard assignments:
 - a. No later than the start of class on August 31st, log on to the class site on Blackboard and create a profile for yourself. Please attach a picture (if you need help with this, please let me know) and be sure to make the profile available. **This is worth 5 points.**
 - b. Each week, no later than the start of class on Monday, log on to Blackboard and complete a peer assessment for some or all of your colleagues for the previous week. **This is worth 5 points.**
3. A significant portion of this class will be spent in real-world exercises wherein we explore some of the concepts relevant to the organization and management of criminal justice agencies. These may include
 - i. Organizing the students in the class into a mock police department
 - ii. Discussing external demands on our mock agency
 - iii. Establishing a communication system for our agency
 - iv. Determining a method to motivate our employees

- v. Designing various jobs in our police department
- vi. Designing a system to evaluate our employees
- a. **30% of your grade** will come from evaluation of your classroom activities by your peers, yourself, and Dr. Chamard, weighted as follows: 30% peer, 10% self, 60% Dr. Chamard. Before the start of class each Monday, you should log on to Blackboard and evaluate your own performance and that of some or all of your colleagues in the previous week's class sessions. These evaluations will be based on a 10-point scale, with 1 low and 10 high. An average for each will be calculated every week; each student's two lowest average weekly scores will be dropped from the final grade calculation.
- b. To do well on these evaluations, it is important to come to class having done the relevant reading and to be an active participant in class discussions and both small and large group activities.

Policies on Make-Ups:

Make-ups will only be permitted if you miss a test due to a bona fide emergency or an official university absence (please the UAA Catalog for more information on this). You must provide official documentation, such as a letter from your UAA coach, a letter from a funeral home director, or a doctor's note. All make-up tests will be taken during the final exam period, and will be done in-person at the Justice Center.

Final grades are determined from the following scale:

- 90%-100% guarantees you at least an A
- 80% - 89.9% guarantees you at least a B
- 70% - 79.9% guarantees you at least a C
- 60% - 69.9% guarantees you at least a D
- under 60% guarantees you at least an F

Classroom Civility:

The use of cell phones or other electronic devices, such as iPods, is forbidden during class. Laptop computers are allowed, although this policy may be revised if there is abuse of this privilege. If you wish to record class sessions, you must get the professor's permission first. You are free to eat or drink in class, as long as what you are consuming is not especially odorous. Arriving late or leaving early is frowned upon; however, it is better to miss part of the class than all of it. Just be as quiet and non-disruptive as possible.

There may be some controversial topics discussed during this course. Sometimes these discussions can make people uncomfortable or even a little angry. We will decide as a group on some ground rules for respecting other students and creating an environment where everybody feels relatively safe to speak freely.

E-mail Protocol:

If you send the professor an e-mail, please use proper forms of address, not something along the lines of "Hey prof," or "Yo." Also, be sure to indicate who the e-mail is from. To communicate with the professor about something to do with you as a student (i.e., your grade on something), you **MUST** use your UAA e-mail account. If you use another e-mail account, you will not receive a reply. General inquiries about the class can be made over non-UAA e-mail accounts.

All official UAA e-mail communication, including communication about this class, will be sent to your UAA account. If you prefer to use another e-mail account (such as Hotmail or AOL), you should arrange to have your UAA e-mail forwarded to that account. Go to <http://idm.uaa.alaska.edu/idm/user/login.jsp> and after logging in, chose the "Change other account attributes" option. At the bottom of the next screen is a field to enter your forwarding address (i.e., johndoe@aol.com).

Blackboard Use:

Blackboard is used during this course to communicate information and keep you updated on your performance as a student. Supplementary materials, such as course notes and slides are posted to Blackboard as well. It is imperative that you access the course site early and often. You are responsible for any information or material placed on the course Blackboard site.

Academic Dishonesty:

Academic integrity is a basic principle, which requires that students take credit only for ideas and efforts that are their own. Academic dishonesty includes cheating on tests by looking at another student's paper or using unauthorized material. Please refer to the section on "Student Code of Conduct" in the UAA Student Handbook. Academic dishonesty is a serious matter. I have no compassion for cheaters and will not hesitate to take appropriate action if academic dishonesty is detected.

Campus Safety:

We care about your safety on campus. While relatively safe, our campus is NOT a sanctuary from crime, and accidents occur no matter how hard we try to prevent them. You are encouraged to be responsible for your own safety, and to bring safety concerns to the attention of UAA faculty or staff, or to contact Campus Police at 786-1120 when you observe an unsafe environment. For your own safety, please also take the time to locate the nearest exit and emergency telephone when you are in campus buildings. For emergencies, call the University Police at 786-4911 (on campus 6-4911) or municipal emergency services at 911.

Tentative Schedule (may be changed based on progress of class or other factors):

WEEK	DATE	TOPIC	READING
1	08/24	Welcome and introduction to course; Basic Concepts for Understanding Criminal Justice Organizations	Ch. 1
	08/26	Structure of Criminal Justice Organizations	Ch. 2
2	08/31		
	09/02	The Criminal Justice System in Its Environment	Ch. 3
3	09/07	<i>NO CLASS – Labor Day</i>	
	09/09		
4	09/14	Test 1 – Chapters 1-3	
	09/16	Problems of Communication	Ch. 4
5	09/21	Motivation of Personnel	Ch. 5
	09/23		
6	09/28	Job Design	Ch. 6
	09/30	Leadership	Ch. 7
7	10/05		
	10/07	Personnel Evaluation and Supervision	Ch. 8
8	10/12		
	10/14	Test 2 – Chapters 4-8	
9	10/19	Occupational Socialization	Ch. 9
	10/21		
10	10/26	Power and Political Behavior	Ch. 10
	10/28	Organizational Conflict	Ch. 11
11	11/02		
	11/04	Test 3 – Chapters 9-11	
12	11/09	Decision Making	Ch. 12
	11/11		
13	11/16	Organizational Effectiveness	Ch. 13
	11/18		
14	11/23	Change and Innovation	Ch. 14
	11/25	<i>NO CLASS – Thanksgiving Break</i>	
15	11/30	Research in Criminal Justice Organizations	Ch. 15
	12/02		
	12/09	Test 4 – Chapter 12-15 (Starts at 1:00 pm)	