

## **JS107-01 JUSTICE MANAGEMENT (Fall 2009)**

**Instructor:** William Cleveland, Jr., J.D.

**Class Meeting Days/Hours:** Tuesdays/Thursdays, 3:00 – 4:15pm. Room MH523.

**Office:** Room MH528

**Office Hours:** Tuesdays/Thursdays: 12:00n - 1:15pm; 4:15 – 5:30pm.

**Office Telephone:** no phone (do not leave messages on the listed number)

**Email:** alamedagroup@mindspring.com (Use email as primary contact medium, and always identify yourself – first & last names – and this course number/section in your email.)

**Web site:** <http://billcleveland.pageout.net> (This greensheet, and all handouts and assignments will be found at this web address. Register and login...no charge. Click on “JS107 F09 Sec. 01”.

### **Course Description/Learning Objectives:**

This course covers the theory and practice of managing justice system agencies, (primarily police, but also US federal agencies), including managing organizational change and dealing with contemporary management issues. Students will attain an appreciation for the complexities and challenges of organization and personnel management. Practical exercises in planning will give students some practice in problem solving. Knowledge of how leadership affects organizational performance will begin to prepare students for real-world problems they will face, both as followers and leaders.

### **Required Text:**

**Police Management, Third Ed.**, by Roberg, Kuykendall and Novak, published by Roxbury Publishing Company.

**Reader:** The custom course reader is now available from University Readers, Inc. at [www.universityreaders.com](http://www.universityreaders.com). The articles therein are required reading, and the course pack is priced at \$15.48. The reader contains copyrighted material, and should not be copied or duplicated.

**Purchasing the Reader: Step 1:** Log on to [www.universityreaders.com](http://www.universityreaders.com). **Step 2:** Click on the “STUDENTS BUY HERE” located in the “Student Store” section (a white button).

**Step 3:** Create an account or log in if you have an existing account to purchase. **Step 4:** Follow the instructions that guide you through the ordering process. Pay by credit card or electronic check. If you experience any difficulties, please email [orders@universityreaders.com](mailto:orders@universityreaders.com) or call 800-200-3908. (NOTE: The instructor receives no remuneration from University Readers, and has no financial interest in sales of these readers.)

### **Course Format:**

The primary mode of delivery of this course is lecture. Students should augment their lecture notes with outside sources, as indicated in lectures and in the text. There will be one mid-term exam, two quizzes, an article critique paper and a final exam. Responding to the instructor when called upon will satisfy the class participation portion of the course grade.

**Course Add/Drop:** Instructors are permitted to drop students who fail to attend the first scheduled class meeting and who fail to inform the instructor prior to the second class meeting of the reason for any absence and their intention to continue in the class. Some instructors will drop students who do not meet the stated course prerequisites. If you decide to drop this course, it is **your responsibility to make sure classes are dropped.** See: [http://sa.sjsu.edu/student\\_conduct](http://sa.sjsu.edu/student_conduct)

**Class Participation:**

Students are responsible for keeping up with the assigned reading, and being prepared to discuss it in class. Students will be called upon at random during the semester to add to the discussion, or to assist in a demonstration in class. Records will be kept of the students' participation.

**Quizzes and Exams:** Examinations and quizzes will cover material from the lectures and the assigned readings, and from guest lecturers. Exams (mid-term and end) will require a combination of responses on a SCANTRON sheet and in a Blue Book, without any memory aids. The quizzes (3) will be open-notebook tests, using SCANTRON only. The grades for each, and for the paper, will be weighted as follows:

Exams (2) (25% each)	50%	No notes, no memory aids allowed. Bring SCANTRON & large size (8.5x11") blue book. Standard dictionary is allowed.
quizzes (3) (10% ea.)	30%	<b>(Open notebook:</b> use class notes only. Notes on computer: ok.)
article critique paper	15%	See additional information below.
class participation	5%	Participating in discussions; assisting in demonstrations; answering when called upon; taking any unannounced written quizzes/surveys.
	100%	

A SCANTRON card [Form 882-E] will be needed for all quizzes and exams. A BLUE BOOK will be needed, as well, for the mid-term and end-of-semester exams.

*Important: Directive 97-03 requires that students with disabilities register with the Disability Resource Center (924-6000) to establish a record of their disability. Please meet with me to confirm that you have done this if you need course adaptation or accommodations because of a disability. If you have emergency medical information to share with me, or if you need to make special arrangements in case the building must be evacuated, please see me asap.*

**Missed exams and quizzes:**

Missing an exam or quiz is a serious matter. Taking an exam after others have taken it may give one an undue advantage. If a student misses an exam or quiz, a make-up exam or quiz will be afforded, with a **five-point deduction** from the exam or quiz grade. The penalty will not be assessed if the student has a medical doctor's note explaining the absence on the scheduled exam day, or documentation of the student's participation in a University-sponsored activity, or documentation of a serious family emergency. Failure to complete any of the quizzes or exams will result in a score of "0" for that assignment, or an "I" for the course, at the instructor's discretion. Extra credit points cannot be used in lieu of any of the required assignments.

**In accordance with University policy, any student caught cheating or plagiarizing can be given a score of "0" for that exam or paper, and, at minimum, will be reported to the Office of Judicial Affairs with appropriate recommendations for disciplinary action. For the University policy, see [http://sa.sjsu.edu/download/judicial\\_affairs/Academic\\_Integrity\\_Policy\\_S04-12.pdf](http://sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S04-12.pdf)**

**Paper assignment:**

You will be required to locate, read and critically review a scholarly article from the academic journals or databases reporting the results of an empirical study on a topic relevant to this course.

***What is an "empirical" study?*** An empirical study looks at an issue or problem and attempts to explain it, or to test an hypothesis, via the *collection and analysis of data*, using the

scientific method, coming to some conclusions based on the data and analysis. It will not suffice to read an article *about* a study. You must find and read the study itself.

**Locating an article:** Search for articles in the databases provided online at [www.sjlibrary.org](http://www.sjlibrary.org). (You will need to have a library card, issued by the SJSU-MLK Library to gain access to these databases.) For example, “Expanded Academic” is a good source of articles on criminal justice topics. There are others.

**Approval of Article:** Pre-approval of the article is not necessary. However, the empirical study must be relevant to management issues. It does NOT have to be concerned with justice issues. If it is either not relevant, or is not an empirical study, the paper will not be graded above “D”.

**Format, length, etc.:** See the SESSION captioned *Evaluation of an empirical article* for detailed instructions. (Click on COURSE CONTENT, then SESSIONS.)

**Deadline: 5:30pm, OCTOBER 20.** Paper must be in “hard copy”. No email submissions will be acceptable, unless previously approved by the instructor. ***Papers submitted after 5:30pm, October 20, will not be accepted,*** absent compelling exigent circumstances, and such are rare.

For APA style citations see internet APA sites, for example:

[http://www.vanguard.edu/faculty/ddegelman/index.aspx?doc\\_id=796](http://www.vanguard.edu/faculty/ddegelman/index.aspx?doc_id=796)

(If this site is not found, try [www.vanguard.edu/faculty/ddegelman](http://www.vanguard.edu/faculty/ddegelman), which will take you to Professor Degelman’s home page. Then look for “APA Style Essentials”, and click on that.)

**Turnitin.com:** *Important note: Your paper must be submitted to Turnitin.com prior to turning it in to the instructor. Include the Turnitin.com “Receipt” along with the paper. Allow a few days for a Turnitin “originality report” to appear. Be sure to look at it BEFORE you turn in your paper, so that you can correct areas that the database indicates appear to be plagiarized. See SESSION on this site for Turnitin.com instructions. (Click on COURSE CONTENT, then SESSIONS.)*

**Extra Credit:** For five extra points added to your paper’s score, see ***Plagiarism: The Crime of Intellectual Kidnapping***, SJLibrary.org, <http://130.65.109.143/plagiarism/index.htm>

Use your student ID number (Tower Card) to register as “SJSU Students - First Time” and complete the module and quizzes. You must score 70 or better to receive extra credit. Send me an email copy of your quiz score, if my name is not listed for you to select. *(If you are taking more than one of my courses in the same semester, you may get credit for this quiz in ONLY ONE of them. If you got credit in a previous semester, you may do it again and get credit this semester.)*

**Order of topics, reading assignments, and quiz/exam/paper due dates:**

The order of topics and readings indicated below will be followed, so that the student may know how to keep ahead of lecture topics in the readings. The exact dates of lecture topics may slip, but exams and quizzes will be administered on the dates indicated, and will cover the **topics** that have been covered in lectures **up to that date**. Any assigned readings that are relevant to those topics may also be covered on the exam or quiz. Since quizzes are “open notebook” tests, you may use any notes you took from the readings, but not the actual books or articles.

DATE	TOPICS & TESTS	READINGS AND ASSIGNMENTS DUE
Aug. 25 - 27	Introduction and ground rules. (Syllabus ONLINE: <a href="http://billcleveland.pageout.net">http://billcleveland.pageout.net</a> .) Introduction to Justice Management	<b>Reading:</b> Roberg, et al, Chapter 1, Police Management, pp. 1-20
Sep. 1-3	Development of Management Theory	<b>Reading:</b> Chapter 2, pp. 23-44

		<b>Reading:</b> Chapter 3: Police models and community policing. <i>This chapter will not be covered in lecture, but will be included in exams.</i> )
<b>Sep. 8-10</b>	Organization and Group Influence [Discussion of requirements for empirical research article critique.]	<b>Reading:</b> Chapter 4, pp. 75-112
<b>Sep. 15-17</b>	Motivation and Job Design <b>SEP 17: QUIZ #1 (open notebook; SCANTRON)</b>	<b>Reading:</b> Chapter 7, pp. 185-211
<b>Sep. 22</b>	<b>FACULTY FURLOUGH DAY – NO CLASS</b>	
<b>Sep. 24</b>	Leadership and Management	<b>Reading:</b> Chapter 8, pp. 217-243
<b>Sep. 29</b>	Leadership and Management (cont'd.)	<b>Reading in reader:</b> <i>The role of procedural justice in public personnel management</i>
<b>Oct. 1</b>	Review for exam #1	
<b>Oct. 6</b>	<b>EXAM #1</b> NO NOTES OR MEMORY AIDS. Bring 8.5x11” Blue Book, SCANTRON pencils, pens. (Dictionary optional.)	
<b>Oct. 8</b>	Control and Accountability	<b>Reading:</b> Chapter 10, pp. 271-292
<b>Oct. 13</b> <b>Oct. 15</b>	Control and Accountability Behavior, safety and stress	<b>Reading:</b> Chapter 11, pp. 295-328
<b>Oct. 20-22</b>	Behavior, safety and stress Ethics in law enforcement management <b>Oct. 22: QUIZ #2</b> (open notes: SCANTRON)	<b>Reading:</b> Chapter 11, pp. 295-328 <b>Reading:</b> in text: pp. 151-155 <b>Oct. 20: ARTICLE CRITIQUE DUE</b> (no late papers accepted)
<b>Oct. 27-29</b>	Ethics in law enforcement management	<b>Reading in reader:</b> <i>Police ethics and integrity: Breaking the blue code of silence</i>
<b>Nov. 3-5</b>	Ethics in law enforcement management (cont'd.) Organization Change and Development	<b>Reading:</b> Chapter 14, pp. 379-410 <b>Reading in reader:</b> <i>Job sharing: A viable option for law enforcement?</i>
<b>Nov. 10-12</b>	Organization Change and Development (continued) Media relations and whistleblowers	
<b>Nov. 17-19</b>	Media relations and whistleblowers (cont'd.) Challenges Ahead <b>QUIZ #3 online (Due Dec. 5)</b>	<b>11/19: Last day to turn in extra credit</b> (Email ok; not accepted after 11:59pm) <b>Reading:</b> Chapter 15, pp. 413-427
<b>Nov. 24</b>	Challenges Ahead	<b>Reading:</b> Chapter 15, pp. 413-427
<b>Nov. 26</b>	<b>THANKSGIVING DAY! CAMPUS CLOSED. NO CLASSES.</b>	
<b>Dec. 3-5</b>	Challenges (continued)	
<b>Dec. 8</b>	Review for Exam #2	
<b>Dec. 10</b>	<b>EXAM #2: 2:45pm</b> NO NOTES OR MEMORY AIDS. Bring 8.5x11” Blue Book, SCANTRON pencils, pens. (Dictionary optional.)	