

**Justice Management - AJ 107  
Spring 2002**

Course Code: 00218.  
Time: 0900-1015hrs. on TTh.  
Room: MH 526.

Instructor: **P.C. Unsinger**  
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ph. 408 924 1350; fax 408 924 2953

**Office Hours:** Room MH 521  
TTh 730-0900 & 1315-1415

-- caution on contacting instructor as he is usually in his office only during office hours so any phone message or email will be seen early morning TTh. When leaving phone message, exercise sound phone procedure of giving you name and phone number first in a clear and slow way

**Course Description:**

The management course is designed to introduce to the student some concepts and practices of management. These are contrasted with real life as exemplified by the U.S. Marine Corps. By providing both real world and theoretical world the student can see how both view management. Topics covered will range from the hands-on use of management by objectives, planning matrix to program evaluation and review technique (PERT). Some theoretical concepts such as motivation, organization and personnel practices will be covered. Some emphasis will be given to leadership and empowerment.

**Text Book:**

David H. Freeman, Corps Business: The 30 Management Principles of the U.S. Marines.  
( New York: HarperBusiness, 2000). Paper edition. ISBN: 0-06-661979-3.

The book can be ordered through Amazon.com and any other book provider. Note that no order has been placed with any bookstore. Students are expected to acquire the book on their own.

**Testing:**

There will be several testing processes employed. The first will be practical and ask for the setting of goals and objectives for an organization. This will be followed by a planning matrix to address a problem. Then, with a plan selected, a PERT chart will be developed. All these will be worth 100 pts.

The knowledge content portion will be tested by two examinations in traditional bluebooks. The exams will be administered in the classroom and each is worth 100 points apiece.

Another examination in a blue book will cover the application of the leadership theory of Hersey & Blanchard based on the observed behaviors in the movie.

A total of three hundred (400) points are possible.

**Grading:**

There are three factors involved in the grading process. First is content. Second is application. The use of the techniques described in Freedman's book enhances an answer. Lastly, the mechanical, but very important, aspects of grammar, spelling, structure and neatness in your work will figure for at least 10% of each work graded. One can figure about 80 pts for the first and about 10 pts each for the latter ones. The grading policy will be explained in the first class meeting. If one should have a question or miss the briefing, they should seek out the instructor during the office hours.

Grades are assigned to the traditional numbers/letters. That is, the nineties are A, eighties the B, seventies the C, etc. The plus and minus are assigned to the two top numbers, e.g., 78 & 79 are C+, and the two lowest are the minus, e.g., 80 & 81 are B-.

Final grades are obtained by dividing the total number of points by three. So, a score of 360 is a 90, or a A-.

**Attendance:**

Desiring to either “dumb down” the university students or increase parking for faculty in the garage, required attendance is forbidden. However, failure to attend and attend on a regular basis can only result in problems. The instructor, for instance, will only describe the grading policy once in class. Assignments will be described only once in class. Failure to attend means one must ask a fellow student for the information and this is a notorious poor way to obtain information. So, attend. Little or no sympathy will be shown those who do not attend.

Note: Any examination to be made up because of the failure to attend will be given at the time and place convenient to the instructor. Also, a different standard of grading is used.

## **Class Schedule:**

### **January**

- 24...First Day of Class. Course Briefing on content, grading and criteria used in grading. If space available those adding may do so.
- 29...Management Theory – historical perspective
- 31...Need for something different? What changes has Freedman in Corps Business pointed out? Marines on motivation, training, leadership, organizational culture, decision-making and empowering.

### **February**

- 05...Behavioral Approach. Look at two theorists (Blake/Mouton & .
- 07...Management by Objectives (aka Mgmt by Results)
- 12...Management by Objectives – class exercise
- 14...Tom Peter's video
- 19...Planning Theory & Matrix – class exercise
- 21...Decision Making – the proscribed and the reality
- 26...PERT Theory
- 28...PERT – class exercise

### **March**

- 05...Class problem given (this class problem, once completed, will not be tested again). Lecture on decision-making.
- 07...Class problem turned in; Lecture on the Benchmarking Process.
- 12...Organization – theory and matrix
- 14...Training Concepts – The FTO and career
- 19...Assessment Process – the AC and career
- 21...Theory X and Theory Y (McGregor's Thoughts)
- 26...Spring Break – no classes (instructor in Manila and Taipei)
- 28...Spring Break – no classes (instructor in Manila and Taipei)

### **April**

- 02...Examination #1 (covers mtl from 7 March only)
- 04...Motivational Theory (material from this point, except that on leadership, will be tested in the final examination).
- 09...Management Styles (Jay Hall's Theory)
- 11...Leadership Theory (general)
- 16...Leadership Theory (Hersey & Blanchard)
- 18...Leadership Theory (Hersey & Blanchard)
- 23...Video "Twelve O'Clock High" (instructor will be in Singapore)
- 25...Video "Twelve O'Clock High" (instructor will be in Singapore)
- 30...Examination on Leadership Theory and Movie "Twelve O'Clock High." (covers all material from 11-25 April).

### **May**

- 02...Basic Budgets
- 07...Basics of Labor-Management Relations
- 09...Human Capital Self-Assessment
- 14...Last Class Session; Psychological Dimensions of Placement (FIRO-B/F)
- 22...Final Examination @ 0715hrs. (Covers all material from the first exam, 2 April, less the material on leadership, 11-30 April).