

San José State University
Department of Justice Studies
JS107-01, Justice Management and Ethics, Fall 2017

Course and Contact Information

Instructor:	Greg Woods, J.D.
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Office Hours:	Tuesdays & Thursdays, 10:00 AM - 12:00 PM, and by appointment.
Class Days/Time:	Tuesdays/Thursdays 12:00 PM - 1:15 PM
Classroom:	MacQuarrie Hall 523

Justice Studies Department Reading and Writing Philosophy

The Department of Justice Studies is committed to scholarly excellence. Therefore, the Department promotes academic, critical, and creative engagement with language (i.e., reading and writing) throughout its curriculum. A sustained and intensive exploration of language prepares students to think critically and to act meaningfully in interrelated areas of their lives—personal, professional, economic, social, political, ethical, and cultural. Graduates of the Department of Justice Studies leave San José State University prepared to enter a range of careers and for advanced study in a variety of fields; they are prepared to more effectively identify and ameliorate injustice in their personal, professional and civic lives. Indeed, the impact of literacy is evident not only within the span of a specific course, semester, or academic program but also over the span of a lifetime.

Course Description

This course will engage the student in an analysis of the theory and practice of managing justice system agencies, including organizational change and contemporary issues. An in-depth examination of ethical challenges in managing justice agencies and strategies for ensuring ethical practices will also be explored. Students will become more informed critics and analysts of justice management. Prerequisites: Upper Division Standing; JS 10, 11, 12, or 25; 100w; Note: Must achieve a grade of "C" or better (not C-) to fulfill Justice Studies major requirements. 3 Units.

Course Learning Outcomes (CLO)

Upon successful completion of this course, students will be able to:

- CLO 1: Demonstrate substantive knowledge about the service quality approach to justice management throughout the criminal justice system.

- CLO 2: Demonstrate the ability to objectively and critically analyze the pros and cons of traditional closed-systems versus open-systems, including organizational changes and development.
- CLO 3: Demonstrate a thorough understanding of the constraints placed on the field of criminal justice, and how they relate to and impact decisions made by line staff and managers.
- CLO 4: Students should read, write, and contribute to discussion at a skilled and capable level.

Required Text

Allen, J. M. & Sawhney, R. (2015). *Administration and Management in Criminal Justice: A Service Quality Approach* (2nd Edition) SAGE Publications, ISBN: 9781483350707

Students may purchase the text in the bookstore and online.

Library Liaison

Silke Higgins, silke.higgins@sjsu.edu, (408) 808-2118
<http://libguides.sjsu.edu/justicestudies>

Course Requirements and Assignments

SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments, and so on. More details about student workload can be found in [University Policy S12-3](http://www.sjsu.edu/senate/docs/S12-3.pdf) at <http://www.sjsu.edu/senate/docs/S12-3.pdf>.

Weekly Assignments

Students will be assigned weekly reading, writing and research assignments in class and as reflected below. Weekly Assignments are due during **Thursday** class sessions, or as instructed, and will consist of a minimum of a one-to-two paged double spaced typed analysis in 12-point font. (CLO 1, 2, 3 & 4)

Projects

Midterm and Final Projects will require students to conduct independent research, craft two thesis papers, and make one in-class presentation specific to their conclusions regarding contemporary ethical issues and challenges inherent to the effective management of justice-related agencies in the United States, to be explained extensively in class and due as reflected below. Reliable sources for all assertions should be cited in the American Psychological Association (APA) format. (CLO 1, 2, 3 & 4)

Final Examination

Students will complete a cumulative final examination using key terms and concepts from readings and class discussion consisting of short answer and essay based questions. (CLO 1, 2, 3 & 4)

Participation

Students are expected to be punctual and prepared to participate during in-class activities in an informed, professional and respectful manner. Participation credit will be rewarded in response to student preparedness and politeness in class. (CLO 1, 2, 3 & 4)

NOTE that [University policy F69-24](http://www.sjsu.edu/senate/docs/F69-24.pdf) at <http://www.sjsu.edu/senate/docs/F69-24.pdf> states “Students should attend all meetings of their classes, not only because they are responsible for material discussed therein, but because active participation is frequently essential to insure maximum benefit for all members of the class. Attendance per se shall not be used as a criterion for grading.”

Grading Policy

Final grades will be evaluated as follows:

Weekly Assignments (14)	20%
Midterm Project	20%
Final Project	25%
Final Examination	25%
Participation	10%

Grading Scale

A = 90-100

B = 80-89

C = 70-79

D = 60-69

F = 59 and below.

Extra credit will not be awarded, late assignments will not be accepted, and no assignment may be submitted via email.

Note “All students have the right, within a reasonable time, to know their academic scores, to review their grade-dependent work, and to be provided with explanations for the determination of their course grades.” See [University Policy F13-1](http://www.sjsu.edu/senate/docs/F13-1.pdf) at <http://www.sjsu.edu/senate/docs/F13-1.pdf> for more details.

Classroom Protocol

Attendance/Punctuality

Regular attendance and punctuality are encouraged. Students who are routinely inattentive, discourteous or who choose not to contribute to in-class discussion and activities, will be noted and may result with up to 10% (one letter grade) deducted from the final grade.

Late Assignments

Late assignments will not be accepted, no assignment may be submitted via email, and missed quizzes cannot be retaken for credit.

Cell Phones/Texting/Social Media

All cell phones and other electronic devices should be turned off and put away during class sessions. Routine phone calls, texting or other online activity during class is discouraged, will be noted and may result with up to 10% (one letter grade) deducted from the final grade.

University Policies

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs' [Syllabus Information web page](http://www.sjsu.edu/gup/syllabusinfo/) at <http://www.sjsu.edu/gup/syllabusinfo/>

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester's [Catalog Policies](http://info.sjsu.edu/static/catalog/policies.html) section at <http://info.sjsu.edu/static/catalog/policies.html>. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](http://www.sjsu.edu/provost/services/academic_calendars/) at http://www.sjsu.edu/provost/services/academic_calendars/. The [Late Drop Policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) is available at <http://www.sjsu.edu/aars/policies/latedrops/policy/>. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the [Advising Hub](http://www.sjsu.edu/advising/) at <http://www.sjsu.edu/advising/>.

Consent for Recording of Class and Public Sharing of Instructor Material

[University Policy S12-7](http://www.sjsu.edu/senate/docs/S12-7.pdf), <http://www.sjsu.edu/senate/docs/S12-7.pdf>, requires students to obtain instructor's permission to record the course and the following items to be included in the syllabus:

- “Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor's permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”
- “Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

Academic integrity

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The [University Academic Integrity Policy S07-2](http://www.sjsu.edu/senate/docs/S07-2.pdf) at <http://www.sjsu.edu/senate/docs/S07-2.pdf> requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of

Student Conduct and Ethical Development. The [Student Conduct and Ethical Development website](http://www.sjsu.edu/studentconduct/) is available at <http://www.sjsu.edu/studentconduct/>.

Never present another's argument as your own. Reliable sources for all assertions should be cited in the American Psychological Association (APA) format. Detection of plagiarism will result with NO CREDIT earned for the assignment.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. [Presidential Directive 97-03](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the [Accessible Education Center](http://www.sjsu.edu/aec) (AEC) at <http://www.sjsu.edu/aec> to establish a record of their disability.

Accommodation to Students' Religious Holidays

San José State University shall provide accommodation on any graded class work or activities for students wishing to observe religious holidays when such observances require students to be absent from class. It is the responsibility of the student to inform the instructor, in writing, about such holidays before the add deadline at the start of each semester. If such holidays occur before the add deadline, the student must notify the instructor, in writing, at least three days before the date that he/she will be absent. It is the responsibility of the instructor to make every reasonable effort to honor the student request without penalty, and of the student to make up the work missed. See [University Policy S14-7](http://www.sjsu.edu/senate/docs/S14-7.pdf) at <http://www.sjsu.edu/senate/docs/S14-7.pdf>.

Student Technology Resources

Computer labs for student use are available in the [Academic Success Center](http://www.sjsu.edu/at/asc/) at <http://www.sjsu.edu/at/asc/> located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library. A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

SJSU Peer Connections

Peer Connections, a campus-wide resource for mentoring and tutoring, strives to inspire students to develop their potential as independent learners while they learn to successfully navigate through their university experience. You are encouraged to take advantage of their services which include course-content based tutoring, enhanced study and time management skills, more effective critical thinking strategies, decision making and problem-solving abilities, and campus resource referrals.

In addition to offering small group, individual, and drop-in tutoring for a number of undergraduate courses, consultation with mentors is available on a drop-in or by appointment basis. Workshops are offered on a wide variety of topics including preparing for the Writing Skills Test (WST), improving your learning and memory, alleviating procrastination, surviving your first semester at SJSU, and other related topics. A computer lab and study space are also available for student use in Room 600 of Student Services Center (SSC).

Peer Connections is located in three locations: SSC, Room 600 (10th Street Garage on the corner of 10th and San Fernando Street), at the 1st floor entrance of Clark Hall, and in the Living Learning Center (LLC) in

Campus Village Housing Building B. Visit [Peer Connections website](http://peerconnections.sjsu.edu) at <http://peerconnections.sjsu.edu> for more information.

SJSU Writing Center

The SJSU Writing Center is located in Clark Hall, Suite 126. All Writing Specialists have gone through a rigorous hiring process, and they are well trained to assist all students at all levels within all disciplines to become better writers. In addition to one-on-one tutoring services, the Writing Center also offers workshops every semester on a variety of writing topics. To make an appointment or to refer to the numerous online resources offered through the Writing Center, visit the [Writing Center website](http://www.sjsu.edu/writingcenter) at <http://www.sjsu.edu/writingcenter>. For additional resources and updated information, follow the Writing Center on Twitter and become a fan of the SJSU Writing Center on Facebook. (Note: You need to have a QR Reader to scan this



code.)

SJSU Counseling Services

The SJSU Counseling Services is located on the corner of 7th Street and San Fernando Street, in Room 201, Administration Building. Professional psychologists, social workers, and counselors are available to provide consultations on issues of student mental health, campus climate or psychological and academic issues on an individual, couple, or group basis. To schedule an appointment or learn more information, visit [Counseling Services website](http://www.sjsu.edu/counseling) at <http://www.sjsu.edu/counseling>.

CASA Student Success Center

The Student Success Center in the College of Applied Sciences and Arts (CASA) provides advising for undergraduate students majoring or wanting to major in programs offered in CASA Departments and Schools. All CASA students and students who would like to be in CASA are invited to stop by the Center for general education advising, help with changing majors, academic policy related questions, meeting with peer advisors, and/or attending various regularly scheduled presentations and workshops. If you are looking for academic advice or even tips about how to navigate your way around SJSU, check out the CASA Student Success Center. Location: MacQuarrie Hall (MQH) 533 - top floor of MacQuarrie Hall. Contact information: [408.924.2910](tel:408.924.2910). Website: <http://www.sjsu.edu/casa/ssc/>. The CASA Student Success Center also provides study space and laptops for checkout.

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Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	August 24	Introductions/Course overview; Syllabus, Class, Assignment, Project & Final Examination formats; A Commitment to Cultivate Credible Character Culture in Criminal Justice: Doing the right thing for the right reasons when nobody's looking; By the righteous path or any means necessary: Deontological and Teleological Approaches to Ethical Justice Management; Discussion/In-class exercise: <i>What are ethics? Why are ethics significant to the effective management of justice-related organizations?</i>
2	August 29 & 31	Police, Courts, Corrections & Security: Organizational Structure and Purpose for the United States Criminal Justice System; Distinguishing Duty by Jurisdiction; General Sources of Authority; Defining Management as an Ongoing Process; Identifying Organizations by Values; Distinguishing For-Profit from Nonprofit; Strategic Goals, Leadership and Chains of Command; Read Chapter 1: Defining Management and Organization (pgs 1-24); Prepare, Submit and be ready to discuss Weekly Assignment #1: Chapter Review Questions 1-5 (pg 22) & Case Study Questions for Discussion 1-4 (pg 24); Discussion/In-class exercise.
3	September 5 & 7	<i>Assign Midterm Project (DUE NO LATER THAN 10/12)</i> ; Service Quality; Closed-System Models and the Classical Perspective: Scientific, Administrative and Bureaucratic Management; Standardized Rules and Procedures Eliminate Impartiality; Machines don't cry; Open-System Models and the Human Perspective: Individuals have different Motivations and Interests; Dignity and the Total Quality Management (TQM) Approach; Promoting Customer, Client and Employee Participation; Read Chapter 2: Open Versus Closed Systems (pgs 26-66); Prepare, Submit and be ready to discuss Weekly Assignment #2: Chapter Review Questions 1-5 (pg 63) & Case Study Questions for Discussion 1-4 (pg 65); Discussion/In-class exercise.
4	September 12 & 14	Solving Customer Problems through Quality Service; Improving Productivity and Reducing Cost; Customer Involvement; Commitment to Public Service; A System Monopoly Over Offender Noncooperation; Measurement, Scope and Impact of the Quality of Service; Read Chapter 3: Service Quality Approach (pgs 68-100); Prepare, Submit and be ready to discuss Weekly Assignment #3: Chapter Review Questions 1-5 (pg 99) & Case Study Questions for Discussion 1-5 (pg 100); Discussion/In-class exercise.

Week	Date	Topics, Readings, Assignments, Deadlines
5	September 19 & 21	Funding Opportunities and Budget Prioritization; DNA, 911, GPS and Technological Innovation; Conflict, Community, Culture and Demographic Characteristics; Legal and Political Decision Making; Union Negotiations; Read Chapter 4: Environmental Influences (pgs 102-132); Prepare, Submit and be ready to discuss Weekly Assignment #4: Chapter Review Questions 1-6 (pgs 130-131) & Case Study Questions for Discussion 1-4 (pg 132); Discussion/In-class exercise.
6	September 26 & 28	Organizational Culture Conflict; People-focused emotional disputes and Issue-focused negotiable Disagreements; Management Strategies; Attributes of Personal and Position Power; Ethical Decision Making; Steps Taken to Address Ethical Issues; Read Chapter 5: Conflict, Power, and Ethical Issues (pgs 135-174); Prepare, Submit and be ready to discuss Weekly Assignment #5: Chapter Review Questions 1-7 (pg 173) & Case Study Questions for Discussion 1-6 (pg 174); Discussion/In-class exercise.
7	October 3 & 5	<i>Assign Final Project (PRESENTATIONS DUE WEEKS 15-16 & PROJECTS DUE NO LATER THAN 12/7);</i> Equity, Procedural Justice, Reinforcement and other Theoretical Approaches to Human Behavior; Motivation and Performance; Workplace and Job Design; Goal Setting; Performance Appraisal; Read Chapter 6: Motivation (pgs 178-218); Prepare, Submit and be ready to discuss Weekly Assignment #6: Chapter Review Questions 1-8 (pgs 216-217) & Case Study Questions for Discussion 1-5 (pg 218); Discussion/In-class exercise.
8	October 10 & 12	Integrity: Leadership Versus Management; To be respected rather than feared; Traits, Behavior and other Theoretical Approaches to Leadership; Styles of Skills; Education, training and practice; Read Chapter 7: Leadership (pgs 222-261); Prepare, Submit and be ready to discuss Weekly Assignment #7: Chapter Review Questions 1-11 (pg 258) & Case Study Questions for Discussion 1-5 (pg 260); <i>Midterm Projects Due (10/12);</i> Discussion/In-class exercise.
9	October 17 & 19	Preventing and Responding to Crisis through Communication; The process by which ideas, thoughts, and information are exchanged and understood between two or more entities; Organization Needs Fulfilled by Communication; Formal and Informal Approaches; Oral, Written and Nonverbal Communication; Channels and Barriers to Effective Communication; Read Chapter 8: Communication (pgs 265-298); Prepare, Submit and be ready to discuss Weekly Assignment #8: Chapter Review Questions 1-9 (pg 297) & Case Study Questions for Discussion 1-4 (pg 298); Discussion/In-class exercise.

Week	Date	Topics, Readings, Assignments, Deadlines
10	October 24 & 26	To Protect and Serve: A Brief History of Professional Policing in the United States; Private Policing; Oaths of Office; Federal, State, County and City Policing Agencies; Function, Organization and Structure of Police Departments; More Than Foot Patrol: Increasing Credibility Through Community Policing; Read Chapter 9: Police Administration (301-337); Prepare, Submit and be ready to discuss Weekly Assignment #9: Chapter Review Questions 1-5 (pg 336) & Case Study Questions for Discussion 1-4 (pg 337); Discussion/In-class exercise.
11	October 31 & November 2	The Role of Civil and Criminal Courts; Judges, Counsel, Juries and Adversarial Approaches to Justice; Structure of the United States Court System: Federal, State and County Jurisdictions; Adjudication and the Appellate Process; Read Chapter 10: Courts (pgs 341-372); Prepare, Submit and be ready to discuss Weekly Assignment #10: Chapter Review Questions 1-6 (pg 371) & Case Study Questions for Discussion 1-3 (pg 372); Discussion/In-class exercise.
12	November 7 & 9	Functions of Probation and Parole Officers: More than filling the cup; Integrity training and ethical standards; Alternatives to Incarceration; House Arrest, Anger Management & Community Service (pursuant to court order); Read Chapter 11: Probation and Parole (pgs 378-412); Prepare, Submit and be ready to discuss Weekly Assignment #11: Chapter Review Questions 1-4 (pg 410) & Case Study Questions for Discussion 1-4 (pg 412); Discussion/In-class exercise.
13	November 14 & 16	Federal, State and Private Correctional Facilities; The Hurt Locker: A Brief History of Incarceration in the United States from a hole in the ground to the Supermax; Hunger Strikes and Solitary Confinement; Incarceration rates and <i>2.3 million people in 1,719 state prisons, 102 federal prisons, 901 juvenile correctional facilities, 3,163 local jails, and 76 Indian Country jails as well as in military prisons, immigration detention facilities, civil commitment centers, and prisons in United States territories (Bureau of Justice Statistics, 2017);</i> Read Chapter 12: Prisons, Jails, and Detention Centers (pgs 415-451); Prepare, Submit and be ready to discuss Weekly Assignment #12: Chapter Review Questions 1-4 (pg 450) & Case Study Questions for Discussion 1-3 (pg 451); Discussion/In-class exercise.
14	November 21 (No Class November 23; Happy Thanksgiving Holiday!)	Development of Private Security; Private Versus Public Law Enforcement; Crime Trends, Private Property and Government Oversight; Read Chapter 13: Security Management (pgs 457-486); Prepare, Submit and be ready to discuss Weekly Assignment #13: Chapter Review Questions 1-5 (pg 484) & Case Study Questions for Discussion 1-4 (pg 486); Discussion/In-class exercise.

Week	Date	Topics, Readings, Assignments, Deadlines
15	November 28 & 30	Begin Final Presentations; Agents of Control and Support: The Dual Role of Criminal Justice Services; Enhancing Quality of Service through the Application of the Customer Orientation Theory; Quality Function Deployment: Incorporating the Voice of the Customer; Read Chapter 14: Measuring Organizational Effectiveness and Service Quality (pgs 489-519); Prepare, Submit and be ready to discuss Weekly Assignment #14: Chapter Review Questions 1-7 (pgs 517-518) & Case Study Questions for Discussion 1-4 (pg 519); Discussion/In-class exercise.
16	December 5 & 7	Complete Final Presentations; <i>Final Projects Due & Review for Final Examination (12/7);</i> Final Thoughts.
Final Exam	Wednesday, December 13	MacQuarrie Hall 523 9:45 AM - 12:00 PM