COURSE DESCRIPTION: The study of contemporary theories of management and supervision as they relate to law enforcement. Management concerns considered include planning, motivation, organizational communication, discipline, productivity, ethics, conflict, and job stress. Consideration of systems theory and systems analysis as useful tools for management is given. A review of human resource management, labor relations, and financial management will be completed. Current issues may be addressed.

COURSE GOALS:

To examine in a learning environment:

1. fundamental concepts relating to systems theory, theories of management, organizational theory, management functions, motivation, productivity, planned change, conflict, and organizational communication;
2. the application of professionalism, ethics, discipline, stress management, and labor relations to police organizations; and
3. the skills of research and professional writing in relation to hypothesis testing.

STUDENT LEARNING OBJECTIVES: At the end, the student should be able to:

1. compare the various theories of management and leadership,
2. apply major systems analysis terms,
3. illustrate the relationship of motivation to commitment to goals,
4. critically discuss the current issues of professionalism, ethics, job stress, and conflict,
5. define and discuss the concepts of planned change, and
6. demonstrate the skills of research and professional writing in relation to hypothesis testing.

STUDENT ACTIVITIES: Students will be expected to attend classes, participate in discussion, read the assigned text, complete three examinations, engage in an original library research project, and complete a thesis sentence, outline, and unique-original researched paper.

EVALUATION PROCEDURE: Students will be graded on two mid-term exams and one final exam. The mid-terms and final exam will each count as 20 percent of the course grade (a total of 60%). The exams will mostly short answer questions. The original research paper will be valued at 25 percent of the course grade. In the research effort leading to the paper, each student will submit a thesis statement valued at 5 percent and an outline valued at 10 percent of the course grade.

Grades (letter) will be assigned according to the following: 90-100 = A, 80-89 = B, 70-79 = C, 60-69 = D, 59 and below = F.

REQUIRED TEXT: Swanson, Territo, and Taylor, Police Administration: Structures, Processes, And
Behavior, 7th ed.

THE RESEARCH PAPER: The paper must be a minimum of seven (7) pages, typed, double spaced with 1 inch margins. The type must be a 12 font of Times New Roman, Courier, or similar style. The paper must develop a thesis, demonstrate library research skills, and conform to appropriate APA rules on style and grammar. Students are reminded to be aware of University rules on plagiarism. Please, See separate assignment sheet for details about the research paper.

ADVICE and WARNINGS:

Attendance is expected. It will be important for participation in the research project and for that portion of your grade. Remember that usually 50 percent of all test material will come from lecture. Roll will be taken until the class list is finalized. After that, I refuse to be a prison guard for intelligent, competent, adults and will not take roll. If you come in late to class or must leave early, please do so quietly as to not disturb the process of the class.

Missed Examinations: If you must miss a test due to a family emergency, job duty, or illness that you are aware of before the test, you must notify me and make arrangements for a make-up test. If a true, unexpected emergency occurs, you should contact me as soon as you can after the test is missed. My expectation is that you will take the test at your earliest opportunity to do so. Do not let a lot of time go by as you need to move on to the next assignment and test.

Please, turn off all personal communication devices when you enter the classroom so that our time is not interrupted.

Notice to Students with Disabilities: Texas A&M University—Corpus Christi Complies with the Americans with Disabilities Act (ADA) in making reasonable accommodations for qualified students with disabilities. If you suspect that you have a disability (physical impairment, learning disability, psychiatric disability, etc.), please contact Disability Services located in CCH 116, at (361) 825-5816. If you need disability accommodations in this class, please see me as soon as possible.

Academic Advising: The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. The Academic Advisor will set up a degree plan, which must be signed by the student, a faculty mentor and the department chair. The College’s Academic Advising Center is located in Driftwood 203E and can be reached at 825-3466.

Grade Appeal Process. As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University
Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

PLAGIARISM WARNING: Plagiarism is the presentation of the work of another as one's own work. It is a major academic offense and can result in your receiving no credit for the assignment or worse. It is the student's responsibility to know the rules (catalog and student handbook) on plagiarism. Do not use more than three words of another author's work without using quotation marks and a citation. Also, provide citations for all material you used but converted into your own words. This includes any fact or opinion you found in your research within someone else's work. Give credit where it is due.

Late Work: Class assignments that are turned in late will be penalized. Work that is turned in late within three days of the assignment due date will be penalized 5 points. Work that is turned in late 4 days to 7 days late will be penalized 10 points. An additional 10 point penalty will be taken for each week or partial week the assignment is late after the seventh day. The late penalty may not exceed a maximum of 50 points. I will consider exceptions to this policy based on events beyond your control. I reserve the right to make a judgment in each case concerning such events. Remember, work turned in late is better than work not turned in at all.

If you must drop the course at some point in the term, do so officially with the correct drop form. Professors may not drop you or give grades other than A-F without a completed drop form or incomplete form. You may not drop after April 12, 2013. One may withdraw completely from the University after that until May 6, 2013, but you cannot drop a specific class. A new six drop limit has been put in place. After the sixth drop, any additional drops will result in grades of F being assigned.

Do the readings prior to the date for which they are assigned. As you read, mark your texts and take notes. That is the best way to study. This is best done before study guides are distributed prior to exams. For the textbook, we will use the Chapter Reviews and Key Terms at the end of each chapter. I will not repeat this information on a review sheet. The review sheets will include other material from the text that I believe to be important for you to know.

The sequence of topics for the course may be changed at any time to meet current and other events.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 23</td>
<td>Introduction</td>
<td>STT</td>
</tr>
<tr>
<td>25</td>
<td>Systems Theory and Analysis</td>
<td>1, 2</td>
</tr>
<tr>
<td>28</td>
<td>Systems Theory continued</td>
<td>6</td>
</tr>
<tr>
<td>30</td>
<td>Organizations and Organizational Structure</td>
<td></td>
</tr>
<tr>
<td>Feb  1</td>
<td>Organizational Structure</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Management Functions</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Management Functions Continued</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Management Theories</td>
<td>5</td>
</tr>
</tbody>
</table>

**READINGS AND TOPICS**

**Date** | **Topic**                                      | **Reading** |
--- | --- | --- |
Jan 23 | Introduction | STT |
25 | Systems Theory and Analysis | 1, 2 |
28 | Systems Theory continued | 6 |
30 | Organizations and Organizational Structure | |
Feb 1 | Organizational Structure | |
4 | Management Functions | Thesis Sentence Due |
6 | Management Functions Continued | |
8 | Management Theories | 5 |
11 Management Theories Continued
13 Motivation
15 Motivation Continued
18 Management Grid
20 Linking it all together
22 **EXAMINATION**
25 Communication In Organizations
27 Conflict
Mar 1 Conflict Continued
4 Personnel Management
6 Discipline
8 Stress Management
11-15 **Spring Break**
18 Decision Making
20 Politics
22
25 Planning
27 Planning continued
29 Productivity
Apr 1 **EXAMINATION**
3 Professionalism
5 Ethics for Managers  **Outline is Due**
8 Ethics for Managers Continued
10 Labor Relations
12 Labor Relations Continued
15 Budgeting
17 Budgeting Continued
19 Legal Issues
22 Legal Issues Continued
24 Current Police Management Issues
26 Current Police Management Issues Continued
29 Planning
29 **RESEARCH PAPER IS DUE!**
May 1 Futures and Planned Change
3 The Future Continued
6 Summary and Review
13 **FINAL EXAMINATION 8:00am**
CRIJ4351 001 Supervision and Management

THESIS ASSIGNMENT

DUE DATE: February 4, 2013

TASK: Create, write, and turn in a thesis statement for your research paper.

The topic area must be about some aspect of police management.

The statement may be a declarative sentence, a persuasive conclusion, or a question. Remember, it must be a complete sentence. A thesis sentence should be a simple sentence with few clauses. The thesis is the main idea around which your entire paper is to be researched and written.

This assignment is worth 5 percent of your grade. Late assignments will be penalized. I will review and return the statements until an acceptable one is created and receives approval.

EXAMPLES OF THESIS STATEMENTS

1. Sentence disparity is caused by excessive judicial discretion.

2. Violent crimes can be reduced by strict gun control laws.

3. Restitution centers are cost-effective alternative for providing criminal punishment.

Note these are not Police and Society topics, but are examples of good thesis sentences. YOUR thesis must be about the police.

An acceptable alternative to a Thesis Sentence is the provision of a Research Question. One can use a Research Question if one has not yet formed an opinion on a topic. The Question permits the exploration of all sides of an issue until an opinion, phrased as a thesis sentence is reached. The student would start the research project with the question and end with writing the paper in support of the conclusion, the thesis. Examples of Research Questions are below:

1. What are the causes of judicial discretion?

2. Can gun control laws reduce violent crime?

3. Are restitution centers cost-effective?
CRIJ4351 002 Supervision and Management

OUTLINE OF RESEARCH PAPER

DUE DATE: April 5, 2013

STATEMENT OF THE ASSIGNMENT:

Provide and outline of your research paper. Indicate that introductory and summary/conclusion parts will be included, but do not write these in text form here. For what will be the main text, provide a logical outline of the material you are using to demonstrate your thesis. Develop the supporting material for each major part of your logical argument. Provide two levels of outline. Use the sentence type of outline.

SUGGESTED FORMAT:

Introduction

I. Through II, III, IV, ... as necessary. These should break the thesis down in to the necessary logical parts to prove or demonstrate the truth of the thesis.

   A. Use the second level of outlining (A. B. etc) as needed for each major point.

   B.

II.

Conclusion or Summary

The outline is 10% of your course grade.
RESEARCH PAPER ASSIGNMENT

DUE DATE:  April 29, 2013

ASSIGNMENT:
Each student will write an original, library research paper with a minimum text of seven (7) typed, double-spaced pages. The paper shall develop a thesis using a logical outline. The paper should conform to the APA style for research papers. One inch margins will be used. The font used will be Times New Roman, Courier, or a similar font at size 12. The subject of the paper must relate to the class research project. Your thesis must be approved by the Professor.

REQUIRED FORMAT:  Each paper will include the following
1. A Title Page
2. An Outline or Table of Contents page
3. the Body of the Text to include and Introduction, main Text, and Conclusion & Summary
4. APA style citations in the text
5. References or Selected Bibliography.

COMMENTS ON STYLE: The paper should reflect the logical development of your thesis within the main body of the text. Your logical argument should be supported by evidence which you have found in your library research and the findings developed from the analysis of the survey data. The parts of your paper should be connected with appropriate transitions. Correct style for quotations, footnotes, and references is required. Citations in the text must be used for all information you have obtained from sources other than your own mind. This is true even if you do not use direct quotations. You should proofread for grammatical correctness, spelling and typographical errors. Number your pages. Side, Top, and Bottom margins should be only 1 inch. Font size should be 12.

PLAGIARISM WARNING: Plagiarism is the presentation of the work of another as one's own work. It is a major academic offense and can result in your receiving no credit for the assignment or worse. It is the student's responsibility to know the rules (catalog and student handbook) on plagiarism. Do not use more than three words of another author's work without using quotation marks and a citation. Also, provide citations for all material you used but converted into your own words. This includes any fact or opinion you found in your research within someone else's work. Give credit where it is due.

Remember that late work will be penalized. However, you must turn in the paper even if late to receive a grade other than zero.

Note that the paper is 25% of the course grade.