Police Supervision and Management

**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. Demonstrate an understanding of the operation and purposes of the major components of the criminal justice system (i.e. Police for this class)
   a. compare the various theories of management and leadership,
   b. apply major systems analysis terms,
   c. illustrate the relationship of motivation to commitment to goals,
   d. critically discuss the current issues of professionalism, ethics, job stress, and conflict,
   e. define and discuss the concepts of planned change, and

2. Demonstrate the ability to apply professional standards of writing and research to criminal justice issues
   a. demonstrate the skills of research in relation to hypothesis testing and
   b. demonstrate the skills of professional writing in relation to hypothesis testing.

**MAJOR COURSE REQUIREMENTS:**

Each student is expected to:

1. attend class regularly,
2. participate in class discussions,
3. comprehend information contained in assigned texts and class presentations,
4. complete three examinations,
5. engage in an original library research project,
6. complete a thesis sentence,
7. complete an research paper outline, and
8. complete a research paper.

Specific assignment sheets will be distributed to explain the Thesis, Outline, and Research Paper assignments. These will have specific due dates and late work will be penalized.

Students will be evaluated on their performance on two midterm and one final examinations and completion of a series of homework assignments. The latter will require original library research and the production of a thesis sentence, research paper outline, and a research paper. The examinations will be multiple choice or other forms of short answer questions. The grading formula is below:

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<th>Assignment</th>
<th>Percentage</th>
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<tr>
<td>Three Examinations</td>
<td>60%</td>
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<tr>
<td>Thesis Sentence</td>
<td>5</td>
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<td>Outline</td>
<td>10</td>
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<tr>
<td>Research Paper</td>
<td>25</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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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.


**THE RESEARCH PAPER:** The paper must be a minimum of eight (8) 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, grammar, citations in text, and references. Students are reminded to be aware of University rules on plagiarism. Please, See separate assignment sheet for details about the research paper. In route to a completed research paper, each student will need to submit a thesis sentence for approval and grading. The Thesis is described on a separate assignment sheet. Also, each student will need to submit an Outline for approval and grading. The outline assignment is described on a separate assignment sheet. Both the thesis and the outline may be returned to the student for revisions until functional ones are approved and graded.

**COURSE POLICIES:**

**Attendance/Tardiness:** 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 and Late Work: 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.

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.

Cell Phone/Electronic/Device Usage: Please, turn off all personal communication devices when you enter the classroom so that our time is not interrupted. It is permissible in my classes to use laptop or other computing devices to take notes. Other uses of such devices during class time is not acceptable behavior.

Academic Integrity/Plagiarism: University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. 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. Academic misconduct may result in the assignment of a grade of zero (0) on an assignment or test, failure in the course as a whole, or recommendation for removal from the University based on the seriousness of the action.

Dropping a Class: I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. April 5, 2019 is the last day to drop a class with an automatic grade of “W” this term. April 30, 2019 is the last day to withdraw from the University.

Inclusive Excellence: The Criminal Justice Program is committed to University Values as stated in the Momentum 20/20 Strategic Plan. It values Inclusion, “to foster an environment of mutual respect that values and engages diverse people, ideas, views, and practices.” With the University, the Program believes “we must foster a campus climate with an ethos of respect, inclusion, empowerment, shared responsibility and social justice for all.”
Statement of Civility: Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Grade Appeal Process. As stated in University Procedure 13.02.99.C2.03, 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 Procedure 13.02.99.C2.03, Student Grade Appeals. These documents are accessible online at:

http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.c0.03_student_grade_appeals.pdf. For assistance and/or guidance in the grade appeal process, students may contact the Associate Dean’s office in the college in which the course is taught. For complete details on the process of submitting a formal grade appeal in CLA, please visit the College of Liberal Arts website, http://cla.tamucc.edu/about/student-resources.html.

Disability Services: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall #116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816. A Veterans’ Lounge has been provided in the University Center Room 205.

Statement of Academic Continuity: In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

Reading to Prepare for Class and Tests: Please, read assigned text chapters before the class session assigned so that lectures and discussions will make more sense. 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 Learning Objectives at the start 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. Tests and
reviews will include material from the presentations and discussions. We will not be reading the texts from front to back. We will be moving around in the chapters. So, look for the chapter numbers in the list of readings.

**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. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call 361-825-3466.

**Other Campus Services:** Office of the Dean of Students: supporting students who may need assistance in resolving complex personal and academic matters (361-825-2612, seas.tamucc.edu, University Center 318).

University Counseling Center: provides counseling, consultation, and educational outreach to students experiencing stress due to academic, personal or career issues (361-825-2703, counseling.tamucc.edu, Driftwood Building).

The Counseling Center is now offering TAO, a mobile friendly set of tools available 24/7 to help you feel better and manage your stress. Register now with your Islander email at http://counseling.tamucc.edu and download the TAO app to get started.

University Health Center: supports students’ by treating illness, promoting wellness, and educating students about health related concerns (361-825-2601, healthcenter.tamucc.edu, Sandpiper Building).

Career Services: helps students explore, select, prepare for, and pursue employment and careers (361-825-2628, career-services.tamucc.edu, University Center 304).

CASA and the Writing Center: provides academic support services and the Writing Center assists with any type of writing project by appointment and walk-ins (http://casa.tamucc.edu/downloads/registrationwc.pdf Glasscock Center 112).

Izzy’s Food Pantry: In partnership with the Coastal Bend Food Bank (formerly the Food Bank of Corpus Christi,) Izzy’s Food Pantry strives to provide food assistance for currently enrolled Texas A&M-Corpus Christi students in need (http://seas.tamucc.edu/FoodPantry/ University Center 204).

**Office Hours and Questions:** If you have questions, do not understand a topic covered or an assignment, or are concerned about your grades, visit me in my office. I have a lot of meetings due to community, University, and research projects, but we can schedule a time to meet. I mean this. I don’t bite or at least I have not done so in the last 65 years. I will be in my office at times other than posted office hours. It is ok to ask if you can discuss your issue at those times. We may need to make an appointment at another time, but we will get it done. I respond to e-mail, but I do not do that after about 8:00pm daily and almost never on week-ends. If you send a message to me at those times, I will get to it the next workday. Call my phone number at the top of the page and leave a message, I will call back during the normal work day.

The sequence of topics listed below may be changed at any time should circumstances merit. Due to research
projects, I may be required to go out of town at times that I cannot schedule at this time. When possible, I will schedule a guest for any days that I must miss. This should not short change your learning experience in any way.

**READINGS AND TOPICS**

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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
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<td>Cordner Text</td>
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<td>Conflict</td>
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<td><strong>EXAMINATION</strong></td>
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<td>Apr  1</td>
<td>Ethics for Managers</td>
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<td>3</td>
<td>Ethics for Managers Continued</td>
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<tr>
<td>5</td>
<td>Stress Management</td>
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</tbody>
</table>
Outline is Due

8 Labor Relations
10 Labor Relations Continued
12 Budgeting
15 Budgeting Continued
17 Legal Issues
19 Legal Issues Continued
22 Current Police Management Issues
24 Current Police Management Issues Continued
26 Planning

Research Paper is due.

29 Futures

May 1 Futures and Planned Change

6 FINAL EXAMINATION Starts at 11:00am
THESIS ASSIGNMENT

DUE DATE: February 1, 2019

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. A thesis requires you to take a stand for an idea or proposal. Thus, your resulting paper cannot be simply descriptive.

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 a cost-effective alternative for providing criminal punishment.

Note these are not management topics, but are examples of good thesis sentences. YOUR thesis must be about a police management issue.

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?
OUTLINE OF RESEARCH PAPER ASSIGNMENT

DUE DATE: April 5, 2019

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 in the outline.

1. For what will be the main text ONLY, provide a logical outline of the material you are using to demonstrate your thesis.
2. Develop the supporting material for each major part of your logical argument.
3. Provide two levels of outline.
4. Use the sentence type of outline.

SUGGESTED FORMAT:

Introduction (Use only this word in the outline. It is here as a place holder. Do not write an introduction for the outline.)

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.
   A.
   B.

(continue the Outline as necessary)

Conclusion or Summary (Use only one of these words as a place holder for the Outline)

The outline is 10% of your course grade.
DUE DATE: April 26, 2019

ASSIGNMENT:
Each student will write an original, library research paper with a minimum text of eight (8) 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, i.e., police management. Your thesis must be approved by the Professor. You MUST use academic/professional journal articles for your research sources. These must be a majority of your sources. A minimum number of sources would not go below 15 for a research paper in a senior level class. This is a minimum. Excellent papers would have more sources than the minimum. Start your research now not later. This is a semester long project not one that starts late in the term.

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. The parts of your paper should be connected with appropriate transitions. Correct APA 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. Seek assistance from the Writing Center if you are having problems or see me in my office.

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.