**CRJ 430: MANAGING CRIMINAL JUSTICE ORGANIZATIONS**

**Fall Semester (Session 1)**

**August 14th - October 8th, 2023**

**INSTRUCTOR:**George (Rich) Austin, Jr., MCE, MPA, MCJ, DPA

**PHONE:** 704.550.7071

**EMAIL ADDRESS:**  [GRA@reinhardt.edu](mailto:GRA@reinhardt.edu)

**COURSE DESCRIPTION**

This course examines bureaucratic, political, and other characteristics of justice organizations through a review of theories of public administration and organizational behavior. This course applies theories to problems and policies encountered in managing criminal justice agencies.

**REQUIRED TEXTBOOK**

Cordner, G.W. (2019). *Police administration* (10th ed.). New York, NY: Routledge.

**CREDIT HOUR STATEMENT**

Courses offered in an 8-week session are at least twice as intensive as those held during a traditional full semester. Each week students should expect to spend 14 hours interacting with course content through a combination of direct instruction and out-of-class student work.

Examples of direct instruction may include viewing or reading course lectures, engaging in class forum discussions with the course instructor and other students, viewing or reading supplementary online content required by the instructor, completing course quizzes and/or examinations, and reading instructor announcements related to course material and instructor feedback on assignments. Examples of out-of-class student work may include reading the assigned course textbook, doing independent library and/or internet research, completing essay assignments, developing more extensive research papers, and studying in preparation for exams and quizzes.

**STUDENT LEARNING OUTCOMES**

After completing this course, students will be able to:

* Summarize the social, political, and legal contexts of American police administration.

* Differentiate between open loop and closed loop in relation to the systems approach of police administration.

* Define and apply the principles of chain of command, unity of command, and span of control.

* Identify key stages in the development of originated policy.

* Define the basic functions of management.

* Explain the importance of system learning for organizational effectiveness.

* Identify and explain four police executive styles.

* Identify human development approaches to organizational improvement.

* Explain sources of influence and styles of leadership.

* Explain obstacles to effective downward and lateral communications.

* Apply the fundamentals of public administration to analyze current criminal justice management issues

**COURSE POLICIES AND PROCEDURES**

**ACADEMIC INTEGRITY**

All assignments must be completed by the learner. Learners are expected to read and adhere to the Academic Integrity section of Reinhardt University’s Academic Catalog. Cases of academic dishonesty may result in expulsion from the University, a failing grade for the course, or a failing grade for the assignment.

The following are recognized as unacceptable forms of academic behavior at Reinhardt University:

* Plagiarizing, that is presenting words or ideas not your own as if they were your own. The words of others must be enclosed in quotation marks and documented. The source of the distinctive ideas must also be acknowledged through appropriate documentation. (NOTE: Strictly adhere to APA citation and referencing guidelines to avoid this).

* Submitting a paper written by another student or another person as if it were your own.  
  3. Submitting a paper containing sentences, paragraphs, or sections lifted from another student’s work or other publication; there must be written documentation.

* Submitting a paper written by you for another course or occasion without the explicit knowledge and consent of the instructor.

* Fabricating evidence or statistics that supposedly represent your original research.

* Cheating of any sort on tests, papers, projects, reports, etc.

* Using the internet inappropriately as a resource. See 3 above.

**COURSE EXPECTATIONS/ ASSIGNMENTS**

**Reading Assignments**

Learners are expected to complete the assigned textbook readings for each Module prior to participating in discussions.

**Module Discussion Assignments**

Each module discussion posting must contain a minimum of a 200-word initial response. The deadline for postings shall be published within individual Module Academic Requirement Announcements. Learners will be penalized 10 points for each day he/she is late on an initial posting. Initial postings will not be accepted after 11:59 PM (EST) on the day the Module closes. Initial postings must cite material from the course textbook and one outside scholarly source in accordance with APA guidelines.

Learners must reply to THREE DIFFERENT students in the class with a minimum of a 100-word response. The responses must be substantive in nature by adding additional knowledge to the conversation. Responses should not be opinions or simple agree/disagree statements. Deadlines for response postings shall be published within individual Module Academic Requirement Announcements. Learners must also respond to any questions posed by the instructor.

All postings and replies must adhere to APA 7th Edition guidelines regarding citations and referencing. Learners must also employ proper grammar, punctuation, and correct spelling.

**Module Essay Assignments**

Deadlines for completion of essay assignments shall be posted within individual Module Academic Requirement Announcements, which will be accessible on the first day of the new module. Essay assignments often have more than one part. Answer each part of each question completely. Learners must adhere to the minimum word count specified for each essay. Assignments must adhere to the citation and referencing guidelines contained in the 7th Edition APA Manual. Learners must also employ proper grammar, punctuation, and correct spelling in all submissions.

**Research Memorandum**

A 3 to 4 page research-based memorandum will be required. This memorandum, typically addressed to the agency head or a superior (real or fictitious), will address a practical policy issue within the management of a criminal justice organization. Topics may include but are not limited to: policy directives and initiatives within the chain of command, building and improving organizational culture, addressing human resource practices (i.e. hiring and firing) within police agencies, and/or communication and leadership styles within these criminal justice organizations.

Moreover, students might seriously consider making this research memorandum practical to their current employment and professional situation. Therefore, one interesting topic may be to analyze your current administrator and /or manager. Identify his/her leadership style or the executive theory that best summarizes his/her abilities to lead and manage the organization.  What are strengths and weaknesses of your particular manager? You would discuss this leader and his/her style -- not with opinions of likes/dislikes but factual, critical analyses.

Most importantly, you will identify and describe an issue or concern with how the leader/manager runs the organization. Lastly, the paper will include policy recommendations based upon the course materials (other leadership styles and management theories) to suggest a change to this leader and thus, recommend how the agency or organization can be better suited (effective, efficient and meaningful) within today’s society if the leader adopted new styles or changed his/her administrative approach.

Research memos are due during the last module of the class. Memos are due on the last Wednesday of the course by 11:59 PM (EST). Memos turned in late will receive a one-letter grade penalty for each day late.

The memo must be a well-written and a critical analysis of an instructor-approved topic befitting a college student. The memo must cite and reference the course text and at least three (3) scholarly sources.

Students will need to submit a topic for approval. All memo topics must be approved. Any research memo submitted that has not been approved will not be graded. The proposal should provide enough detail to determine what you are going to write about and how you propose to go about it.

**EVALUATION & GRADING**

The following grading scale will be utilized in the determination of the student’s course grade:

|  |  |
| --- | --- |
| **Percentage of Points Earned** | **Corresponding Letter Grade** |
| 90 to 100% | A |
| 80 to 89% | B |
| 70 to 79% | C |
| 60 to 69% | D |
| 0 to 59% | F |

*A final grade of C or higher is required for criminal justice majors.*

**FINAL AVERAGE BREAKDOWN**

|  |  |
| --- | --- |
| **Assignment Category** | **Percentage of Final Grade** |
| Discussion Assignments | 30% |
| Essay Assignments | 40% |
| Research Memorandum | 30% |

**PROJECTED LEARNING SCHEDULE**

**MODULE #1 (2 Weeks) Monday, August 14th - Sunday, August 27th, 2023**  
• Chapter 1: Introduction to Police Administration  
• Chapter 2: The Nature of Police Work  
• Chapter 3: Police Goals & Systems  
• Chapter 4: Police Organizational Tasks

**MODULE #2 (1 Week) Monday, August 28th - Sunday, September 3rd, 2023**  
• Chapter 5: Principles & Policies in the Police Organization

**MODULE # 3 (1 Week) Monday, September 4th - Sunday, September 10th, 2023**  
• Chapter 6: Functions of Police Management  
• Chapter 7: The Police Executive

**MODULE #4 (2 Weeks) Monday, September 11th – Sunday, September 24th, 2023**  
• Chapter 8: Individuals & Groups in the Police Organization  
• Chapter 9: Developing the Police Organization  
• Chapter 10: Leadership in the Police Organization  
• Chapter 11: Information in the Police Organization  
• Chapter 12: Evaluating Police Performance  
• Chapter 13: Police Strategies & Tactics

**MODULE #5 (1 Week) Monday, September 25th - Sunday, October 8th, 2023**  
• Chapter 14: Police & Homeland Security  
• Chapter 15: Contemporary Issues in Police Administration

**ONLINE ATTENDANCE AND WITHDRAWAL POLICY**

Students are accountable for all required work in each of their courses. They must assume full responsibility for class attendance in a way satisfactory to the instructor and for work missed because of absence. Since class sessions function not merely for individual learning but also for group interaction, absences can become a serious problem both for the individual and for the group.

Online courses are delivered over a period of 7 or 8 weeks weeks with activities and assignments specified for each week. An online week is defined as being Monday 12:00 AM (EST) through Sunday at 11:59 PM (EST). Deadlines for attendance are based on Eastern Standard Time.

A student will be considered in attendance for a given week of online instruction if he or she participates accordingly in the course. Participation is defined as posting a response to a discussion assignment or submitting a completed course room activity/assignment during the online week prior to Sunday at 11:59 PM (EST).

**Initial Course Participation**

A student who fails to participate during the first 8 calendar days of a course shall be administratively withdrawn from the course.

**Ongoing Course Participation**

Ongoing course participation is satisfied through the continued completion of course room activities, such as assignments or discussion question responses. Students who do not participate in a course for 7 or more consecutive days are not satisfying ongoing course participation.

Students who are not satisfying the ongoing course participation requirement will be notified by the instructor via University email. The learner must resume participation in the course within 3 calendar days following the sending of this notification.

Students who do not resume participation in the course will be administratively withdrawn from the course and issued a grade of “W” or “F”. A grade of “W” will be issued if the administrative withdrawal occurs before 11:59 PM (EST) on Monday of the fifth week of the course.

Students may be impacted academically and financially in the case of voluntary and administrative withdrawals. It is the student’s responsibility to understand these implications.

**ONLINE ACADEMIC SUPPORT SERVICES**

Reinhardt University offers academic support services for online students through BrainFuse HelpNow. Services include access to live tutors, writing lab assistance, and study center resources. These resources are offered at no additional charge and are available on demand through [Course Resources](/courses/9046/pages/course-resources).

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 have a documented disability requiring an accommodation, please contact the Academic Support Office (ASO).

Reinhardt University is committed to providing reasonable accommodations for all persons with disabilities. Therefore, if you are seeking classroom accommodations under the Americans with Disabilities Act, you are required to register with the Academic Support Office (ASO). ASO is located in the basement of Lawson Building. Phone is 770-720-5567. To receive academic accommodations for this class, please obtain the proper ASO letters/forms.

**NON-DISCRIMINATION STATEMENT**  
Reinhardt University does not discriminate in any of its policies, programs, or activities on the basis of race, color, age, culture, national origin, socioeconomic status, gender, religious belief, sexual orientation, physical (dis)ability or genetic information.