

**CJC 215**  
**ORGANIZATION AND ADMINISTRATION**

**COURSE DESCRIPTION:**

Prerequisites: None

Corequisites: ENG 090 and RED 090, or satisfactory score on placement test

This course introduces the components and functions of organization and administration as it applies to the agencies of the criminal justice system. Topics include operations and functions of organizations; recruiting, training, and retention of personnel; funding and budgeting; communications; span of control and discretion; and other related topics. Upon completion, students should be able to identify and discuss the basic components and functions of a criminal justice organization and its administrative operations. Course Hours Per Week: Class, 3. Semester Hours Credit, 3.

**LEARNING OUTCOMES:**

Upon completion of this course, the student will be able to:

- a. Define the purpose and need for implementing policy.
- b. Discuss the role of subordinates in implementing policy.
- c. Discuss the typical organizational hierarchy.
- d. Develop a plan for resources considering population density and geographical variables.
- e. Explain the process of developing SOP.
- f. Create disciplinary procedures.
- g. Prepare a departmental budget.

**OUTLINE OF INSTRUCTION:**

- I. Historical perspective
  - A. Industrial revolution: the traditional management model
  - B. Scientific management
  - C. Human relations and participative management model
  - D. Behavioral management
  - E. Proactive management
- II. Police subculture and informal group structure
  - A. The concept: subculture
  - B. The police as specialist
  - C. Informal group structures in police organizations
  - D. Police peer norms
  - E. Typologies
- III. Purposes and principles of organizations

- A. Law enforcement as big business
  - B. Civil services
  - C. The use of civilians in the police agenda
  - D. Traditional measures of police effectiveness
  - E. Traditional purposes of police organizations
  - F. Reality-based, proactive purposes of police organizations
  - G. Management principles
  - H. The concept of organization
  - I. The traditional concept of bureaucracy from Max Weber
  - J. Current standards for law enforcement agencies
- IV. Operating principles
- A. Administration
  - B. Supervision
  - C. Operations
- V. The art and style of proactive police leadership
- A. Proactive leadership
  - B. Importance of management skills
  - C. Herzberg's eternal triangle
  - D. Katz's three skill approaches
  - E. Maslow's need hierarchy
  - F. Herzberg's hygiene/motivators approach to job satisfaction
  - G. McGregor's Theory X and Theory Y
  - H. Theory Z and police management
  - I. Tannenbaum and Schmidt's leadership patterns
  - J. Blake and Mouton's managerial grid
- VI. Police information management: communications and records
- A. Communications defined
  - B. Encoding/decoding the meaning of meaning
  - C. Feedback
  - D. Obstacles to communications
  - E. The Johari window
  - F. Operational communications
  - G. The duty manual
  - H. Proactive communication model
  - I. Microcomputer and mainframe applications to information
  - J. Basic 911 system
  - K. Advanced 911 system
- VII. Administrative/staff functions
- A. Line/staff conflict and cooperation
  - B. Community relations
  - C. The legal advisor
  - D. Prosecutor's policy consideration

- E. Professional standards
- VIII. Auxiliary functions
  - A. Communications
  - B. Records
  - C. Property section
  - D. Vehicle maintenance
  - E. Physical plant maintenance
  - F. The crime lab
  - G. Civilian emergency mobilization services
- IX. Human resource management
  - A. Personnel: the major cost
  - B. Police civil service selection: historical background
  - C. Public service employment
  - D. Equal employment opportunity
  - E. Affirmative action
  - F. The role of the police personnel officer
  - G. Personnel selection: issues and problems
  - H. New developments in selection: the assessment center
  - I. Collective bargaining
  - J. Recruitment techniques
- X. Training policies
  - A. Historical perspectives
  - B. General need for training
  - C. 1973 task force on police recommendations
  - D. Project star
  - E. Maintaining order
  - F. Changes in the training curriculum
  - G. Phase approach to training
  - H. Civil liability and training
  - I. Evaluation of in-service personnel
  - J. Dimensions of police managerial effectiveness
  - K. Patrol officer
  - L. Investigate personnel
- XI. Proactive planning: operational and fiscal
  - A. Planning defined
  - B. Significance of planning
  - C. Need for planning officer(s)
  - D. Steps in the planning process
  
  - E. Types of plans
  - F. Appraising a performance budget system

- XII. The future of proactive police management
  - A. Organizational considerations
  - B. The jurisdictional dilemma
  - C. Technology
  - D. Personnel practices
  - E. Stress management
  - F. The microchip revolution

**REQUIRED TEXTBOOK AND MATERIALS:**

Thibault, Edward A., Lawrence, M. Lynch and McBride, R. Bruce. Proactive Police Management. The most current edition. Prentice Hall.

**STATEMENT FOR STUDENTS WITH DISABILITIES:**

Students who require academic accommodations due to any physical, psychological, or learning disability are encouraged to request assistance from a disability services counselor within the first two weeks of class. Likewise, students who potentially require emergency medical attention due to any chronic health condition are encouraged to disclose this information to a disability services counselor within the first two weeks of class. Counselors can be contacted by calling 686-3652 or by visiting the Student Development Office in the Phail Wynn Jr. Student Services Center, room 1309.