

ADMINISTRATIVE OFFICERS MANAGEMENT PROGRAM

COURSE: PS 415 CRIMINAL JUSTICE ADMINISTRATION

INSTRUCTOR: James R. Horner, Director AOMP

TIME: See Master Calendar for Specific Classes

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NATURE AND PURPOSE OF THE COURSE:

The purpose of this course is to examine behaviors associated with management -- the accomplishment of organizational goals through human and technical resources -- from the "classical school" of the late nineteenth century through the research-impacted "behavioral" approaches prevalent today. Special emphasis will focus on the application of this theory and practice in law enforcement agencies.

There has probably never been a time when management practices -- in both the public and private sector -- have been subject to more scrutiny than the present. Case law and legislation surrounding hiring, assignment, promotion, firing, policy making, and training have made many managers conscious of the liability connected with their positions. In addition, the current concerns with "rightsizing" and fiscal restraint seem to equate effective management with "doing more with less."

This course is designed to help managers become more effective and efficient by focusing on five interrelated themes:

- ! An historical perspective -- examines police management in transition from the "classical" to the "behavioral" model. In doing so, we will also focus on related changes in police operations from the "watchman" to the "legalistic" to the "community service" models.
- ! Self-Assessment -- detailed analysis of your style of leadership, communication skills, and ability to develop your people.
- ! Understanding group dynamics, team building, and the importance of empowerment. These will be treated in an experiential format through team cooperation and competition.
- ! Organizational Assessment and Problem Solving -- a very "hands-on" approach that includes assessments utilized by police agencies in facilitating organizational change.
- ! Creating the "Constructive Culture" -- an eight-step approach helps examine the relationship between internal stability created by sound leadership practices and

the successful management of constant external change.

COURSE MATERIALS:

Steven Covey's Seven Habits of Highly Effective People

Jim Collins' Good to Great

Self-Scored Inventories: Styles of Management Inventory; Personnel Relations Survey

Leader Effectiveness and Adaptability Description; Myers-Briggs Type Indicator

Organizational Culture Inventory (OCI).

Profile of Organizational Characteristics.

Career Development Index (CDI)

Readings in the course packet (See Table of Contents)

Videotapes: Vignettes from In Search of Excellence, The Passion for Excellence, Excellence in the Public Sector, The Leadership Alliance and from tapes made by the Instructor in a course that aired on LETN (Law Enforcement Training Network). Miracle of Flight 232.

GRADING:

Analysis of self-scored instruments

Quiz on and/or analysis of the two texts and the readings.

Open-notebook final exam.

TOPICAL OUTLINE:

Week 1: Organizational Culture Inventory (OCI).

Defining the "Constructive Culture."

Instrumentation: Preparation of the Styles of Management Inventory

Introduction to the "Classical Model" of Management.

Week 2: Leadership as a Management Tool: Philosophy and Core Values Driving the Classical Model.

Leadership: Goal Setting, Planning, the Implementation Phase (Oversight Function), and Evaluation in the Classical Model (9/1)

Impact of the Classical Model on People and the Organization (1/9 and 1/1)

- Week 3: Management in Transition: Classical to the Behavioral Model (5/5)
The Behavioral Model (9/9 and more) and Its Application to Police Leadership
Leadership Self-Assessment: The Styles of Management Inventory (Managerial Grid)
- Week 4: Transitioning to the “Constructive Culture” – an eight-step model.
Excellence in the Public Sector: Message for the Police Manager
Building a Participative Model of Management: A Workshop on Group Dynamics
Feedback on the Workshop Exercise (Representatives of Management Teams)
Group Dynamics and Team Building
- Week 5: Instrumentation: Preparation of the Personnel Relations Survey
Communication as a Management Tool
Communication Self-Assessment: Relationships with Employees, Colleagues, and Supervisors (The JoHari Window)
- Week 6: Decision by Consensus: A Workshop Exercise
Feedback on the Workshop
(Representatives of Management Teams)
Consensus, Team Building, and Empowerment: Lessons from the Workshop
- Week 7: Performance Evaluation: Legal, Behavioral, and Organizational Implications
Application of the JoHari Window to Organizational Communication
Tom Peters’ Videotapes: Message for the Police Manager
- Week 8: Focus on Employees: The Developmental Process through Situational Leadership
The LEAD II Questionnaire: Style Range and Style Adaptability
- Week 9: Organizational Development: Revisiting the OCI
- Week 10: Final Exam