

**Course Objectives/Course Outline**  
**Spokane Community College**

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**Course Title:** Police Organization and Administration  
**Prefix and Course Number:** CJ 103

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**Course Learning Outcomes:**

**By the end of this course, a student should be able to:**

- Students learn the theory and concepts that underlay the administration of police agencies.
- Students learn the theory and concepts of the organization of police agencies.
- Students demonstrate their knowledge in a practical exercise by developing a police organization.

**Course Outline:**

- I. The Law Enforcement Organization
  - A. Evolution of Law Enforcement Organizations
  - B. The Traditional Law Enforcement Organization
  - C. The Formal Organization
  - D. The Informal Organization
  - E. The Emerging Law Enforcement Organization
  - F. Community Policing and Problem-Solving Policing
- II. The Role of the Manager and Leadership in Law Enforcement
  - A. Managers and Management
  - B. Authority and Power
  - C. Basic Management Skills and Tools
  - D. Lessons Learned From Business
  - E. Management Styles
  - F. Levels of Management
  - G. Essential Functions of Law Enforcement Executives
  - H. Leadership Training and Development
- III. Basic Management and Personal Skills
  - A. Communication
    - A. The Communication Process
    - B. Listening
    - C. Feedback
    - D. Internal Lines of Communication
    - E. The Importance of Communication Skills to Managers
    - F. Barriers to Communication
    - G. Obstacles and Enhancers to Communication
- IV. Problem Solving and Decision Making
  - A. Types of Decisions & Modes of Thinking
  - B. Creativity and Innovation
  - C. Methods for Making Decisions and Problem Solving
  - D. Systematic Approaches to Problem Solving
  - E. Brainstorming
- V. Budgeting and Managing Cost Creatively
  - A. Types of Budgets
  - B. Purposes for Budgeting
  - C. The Budgeting Process & Budgeting Systems
  - D. Cutback Budgeting
  - E. Grants

- VI. Managers and the Skills of Others
  - A. Training as a Management Function
  - B. Training Versus Educating
  - C. Goals of Training
  - D. Variables Affecting learning
  - E. Principles of Learning Instructional Methods
  - F. Instructional Materials
  - G. Training Standards
  - H. Training at the Management Level
- VII. Promoting Growth and Development
  - A. The Workplace Culture
  - B. Developing Positive Interpersonal Relationships
  - C. Stages of Growth
  - D. Developing Positive Attitudes
  - E. Developing a Positive Image
  - F. Managers as Motivators for Change
- VIII. Motivation and Morale
  - A. Motivation
  - B. Self-Motivation
  - C. Motivational Theories
  - D. External, Tangible Motivators
  - E. Internal, Tangible Motivators
  - F. Law enforcement as a Motivator
  - G. Benefits of Motivated Personnel
  - H. Indicators of Morale Problems
- IX. Practical Exercise
  - A. Class groups-develop police agency
  - B. Resources vary by group