

Course Objectives/Course Outline

Spokane Community College

Course Title: Police Organization and Management

Prefix and Course Number: CJ 207

Course Learning Outcomes:

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

- Identify and discuss the command structure of modern law enforcement organizations
- Identify and discuss the role and essential functions of law enforcement executives, managers and supervisors
- Identify leadership skills to include communication, problem solving, decision making, and motivating personnel
- Discuss budget systems and management
- Identify and discuss standard methods used to develop personnel
- Discuss standard methods used to identify community needs and the designing of department goals and objectives to meet these needs

Outline:

- I. The overview of Law Enforcement Organizations
 - a. Evolution of law enforcement
 - b. The three Eras of Policing
 - c. Goals, Objectives, and work plans

- II. The Role of Management and Leadership in Law Enforcement
 - a. Managers and Management
 - b. Authority and Power
 - c. Basic Management Skills
 - d. Management by Objectives
 - e. Total Quality Management
 - f. Essential Functions of Law Enforcement Executives
 - g. Managing vs. Leading

- III. Communication, a Critical Management Skill
 - a. Communication Defined
 - b. The communication process
 - c. Barriers to Communication
 - d. Internal Lines of communication
 - e. External Lines of communication
 - f. Communication and Homeland Security

- IV. Decision Making and Problem Solving
 - a. Decisions
 - b. Modes of Thinking
 - c. Basic Methods for making Decisions or Solving problems
 - d. Delegating
 - e. Participatory Decision Making

- V. Time Management
 - a. Planning and Organizing Time
 - b. Goals and Time management
 - c. Organizing Time
 - d. Scheduling
 - e. Time Abusers
 - f. Controlling Productivity

- VI. Budgeting and Managing Costs Creatively
 - a. Budget Defines
 - b. Purposes of a Budget
 - c. The Budgeting Process
 - d. Budget Categories
 - e. Presenting the Budget for Approval
 - f. Managing Costs Creatively
 - g. Creative Ways to reduce Cost
 - h. Increasing Revenue
 - i. Grants

- VII. Hiring Personnel and dealing with Unions
 - a. The importance of Hiring
 - b. Recruiting
 - c. The Selection process
 - d. Assessment Centers
 - e. Human Resource Centers
 - f. Employment Criteria
 - g. Affirmative Action
 - h. Labor Law and Unions

- VIII. Training and Beyond
 - a. Training as a Management Function
 - b. Failure to Train Litigation
 - c. Training vs. Education
 - d. Principles of Learning
 - e. Effective Trainers
 - f. Instructional methods
 - g. Training Standards
 - h. Academy training for New Recruits
 - i. Promoting
 - j. College education

- IX. Promoting Growth and Development
 - a. Job descriptions
 - b. The Work Place Culture
 - c. The Socialization Process
 - d. Interpersonal relationships
 - e. Managers and Empowerment
 - f. Stages of Growth
 - g. Cultural awareness and Sensitivity

- X. Motivation and Morale
 - a. Officer retention

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- b. Motivation defined
- c. Motivational Theories
- d. External, Tangible Motivators
- e. The Law Enforcement career as a Motivator
- f. Promotions and Morale
- g. Morale Issues

- XI. Discipline and Problem Behaviors
 - a. Discipline defined
 - b. Positive Discipline
 - c. Knowledge of rules
 - d. Clarity of Role
 - e. Common Problem Behaviors
 - f. Negative Discipline
 - g. Punishment
 - h. Comprehensive Discipline

- XII. Complaints and Grievances, Conflict, and Stress
 - a. Complaints defined
 - b. Grievance process
 - c. Conflict in the Workplace
 - d. Defining Stress
 - e. Ways to deal with Stress in the work force