

## **Course Objectives/Course Outline**

### **Spokane Community College**

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**Course Title: Police Organization and Management**

**Prefix and Course Number: CJ& 210**

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**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