

**CRIM 425 - 001 Criminal Justice Management
(3 credits)**

*George Mason University
College of Humanities and Social Sciences
Department of Criminology, Law, and Society*

**Fall 2021
(August 23 – December 4, 2021)**

Instructor: Mr. Shahram Fard, CPM, MS
Email: sfard2@gmu.edu
Phone: 703-993-8315 (office)
Office Hours: By Appointment
Class Time: N/A – (Asynchronous Course)

Location: Online

**Recommended
Prerequisite:** D or higher in CRIM 100

Course Description (GMU Course Catalog):
https://cls.gmu.edu/courses/crim425/course_sections/64435

I. Learning Goal

This course will satisfy an elective requirement for students majoring or minoring in a Criminology, Law and Society undergraduate degree program.

As with any other profession, a successful law enforcement organization requires it to be effectively and efficiently managed. In this course, we will study how law enforcement agencies are organized, led, and managed. The goal is to expose the students to various aspects of the management of criminal justice organizations in the United States. This will include a study of criminal justice leadership, management policy, ethics, culture, organization, and service responsibility.

My goal is to use the prescribed textbook, and my 25+ years of law enforcement experience, to help the students to understand the functions of law enforcement organizations from the inside out. I believe that understanding the business aspect of law enforcement organizations will better prepare students to be successful participants in the law enforcement profession. We will accomplish these tasks by completing readings and assignments.

The course is structured to follow the progression of the textbook's chapters. However, we will allow ourselves the option of adjusting the course as needed to provide the student with a rewarding learning experience.

II. Course Requirements and Grading

Attendance:

This course is being instructed in an asynchronous teaching method. There are no mandated class meeting dates and times. This method of teaching provides the student with the scheduling flexibility to complete course work. However, the effort put forth into the course by the student will govern their success. Students must set aside at least three to five hours per week to be successful in this course.

The course is scheduled for 15 weeks. Each week students will be assigned reading assignments, online assignments and quizzes to evaluate the student’s understanding of the assigned course material. Students should refer to the Schedule of Topics and Assignments (Section III) for a full description of weekly assignments. All assignments and quizzes will be accessible through Blackboard.

Required Course Textbook:

Title: *Police Administration, 3rd Edition*

Authors: Larry K. Gaines / John L. Worrall

ISBN-13: 978-1-4390-5639-4

ISBN-10: 1-4390-5639-0

III. Schedule of topics and assignments

Week	Dates	Chapter	Chapter Title
1	8/23 - 8/29	1	Introduction to Police Administration
2	8/30 -9/5	2	The Environment of Administration
3	9/6 - 9/12	3	Police Administration and Homeland Security
4	9/13 - 9/19	4	Foundations of Police Organizations
5	9/20 - 9/26	5	Contemporary Organizational Theories and Management Systems
6	9/27 - 10/3	6	Police Leadership
7	10/4 - 10/10	7	People In the Police Organization
8	10/11 - 10/17	8	Communication, Negotiation, and Conflict Resolution
9	10/18 - 10/24	9	Managing Stress and Fatigue
10	10/25 - 10/31	10	Police Human Resources Management
11	11/1 -11/7	11	Labor Relations
12	11/8 - 11/14	12	Control and Productivity in the Police Setting
13	11/15 - 11/21	13	Planning, Programming, and Budgeting
14	11/22 -11/28	14	Accountability
15	11/28 - 12/4	15	Change

Assignments & Grading:

- 50% - Textbook Chapter Quizzes (1 per week)
 - 15 Chapters of reading and quizzes, administered through Blackboard
 - Each quiz consists of 30 questions, multiple choice and True/False
 - Quizzes are NOT open book with a 20-minute time limit
 - In preparation of chapter quizzes and discussion posts, students are required to read assigned chapters each week.

- 50% - Forum/Discussion Board Assignments (Blackboard)
 - Each week students are required to post a minimum **500-word response** to the question(s) posted by the instructor, and additional two (2) minimum **150-word responses** to any two other student’s postings.
 - Grading Rubric:

Name			
Description			
Rubric Detail			
Criteria	Levels of Achievement		
	Proficient	Competent	Novice
Responsiveness to discussion assignment question(s) Weight 20.00%	100.00 % All components of discussion prompt addressed in initial posting	50.00 % Response provides most of the content required by the prompt, but does not require further analysis of the subject	0.00 % Response does not accurately address the prompt; rambling and/or without consistency
Application of assigned reading Weight 20.00%	100.00 % Very clear that readings were understood by incorporation into postings	50.00 % Somewhat unclear that readings were understood by incorporation into postings	0.00 % Postings reflect no evidence of assigned readings
Quantity of Original Post Weight 20.00%	100.00 % Minimum 500 words	50.00 % 250 words or less	0.00 % 100 words or less
Quantity of Response Posts Weight 20.00%	100.00 % (2) posts, 150 words each, combined 300 words minimum.	50.00 % 1 response post only, or did not meet min for two posts	0.00 % no response post or combined 100 words or less
Spelling & Grammar Weight 20.00%	100.00 % Clear & articulate, has correct grammar & punctuation, quotes are properly cited	50.00 % Contains several proofing errors, contains several documentation citation errors, diction is ordinary	0.00 % Contains numerous spelling and grammar errors.

****Failure to complete each of these requirements may result in an Incomplete.***

IV. Grading Scale

A	100 – 93 %
A-	92.9 – 90 %
B+	89.9 – 87 %
B	86.9 – 83 %
B-	82.9 – 80 %
C+	79.9 – 77%
C	76.9 – 70%
D	69.9 – 60%
F	59.9 and below

V. Required Reading

Police Administration, 3rd Edition

Larry K. Gaines / John L. Worrall

ISBN-13: 978-1-4390-5639-4

ISBN-10: 1-4390-5639-0

VI. Other Readings

Police Chiefs Desk Reference – IACP

<https://www.theiacp.org/sites/default/files/all/p-r/PCDR2updated.pdf>

IACP Operations & Management Study – Glynn County, Georgia Police Department

<https://glynncounty.org/DocumentCenter/View/61436/reducedGlynn-County-IACP-Report>

Please note that other readings may be assigned and placed in the Content area of Blackboard to support the textbook readings and lectures.

VII. Honor Code – Academic Integrity

The integrity of the University community is affected by the individual choices made by each of us. Mason has an Honor Code with clear guidelines regarding academic integrity.

Three fundamental and rather simple principles to follow at all times are that: (1) all work submitted be your own; (2) when using the work or ideas of others, including fellow students, give full credit through accurate citations; and (3) if you are uncertain about the ground rules on a particular assignment, ask for clarification.

Honesty and integrity are the foundation of the law enforcement profession. Jeopardizing the trust that comes with being honest and having integrity will absolutely result in terminating any future endeavors in the law enforcement profession. No grade is important enough to justify academic misconduct.

Plagiarism means using the exact words, opinions, or factual information from another person without giving the person credit. Writers give credit through accepted documentation styles, such as parenthetical citation, footnotes, or endnotes. Paraphrased material must also be cited using APA format. A simple listing of books or articles is not sufficient. Plagiarism is the equivalent of intellectual robbery and cannot be tolerated in the academic setting.

Please note that I utilize two different software to check all Discussion Post assignment submissions for plagiarism. Assignments determined to have been plagiarized will receive a zero for grade and the student's conduct may be reported to the University for suspected violation of the University's Honor Code. If you have any doubts about what constitutes plagiarism, please contact me.

See <https://oai.gmu.edu/mason-honor-code/> for more detailed information.

VIII. University Policies

Add/Drop Period:

Last day to add classes	August 30
Last Day to Drop: With 100% Tuition Refund	September 7
Unrestricted Withdrawal Period	September 15 - 27
Final Drop Deadline: Last Day with 50 % Tuition Refund	September 14
Student Self-Withdrawal Period: (100% Tuition Liability)	Sept. 28 - Oct. 27

Visit https://registrar.gmu.edu/calendars/fall_2021/ for full list of important dates.

Campus and Web-based Resources:

The Writing Center, University Libraries, Counseling and Psychological Services (CAPS), and the Office of Disability Services are available to assist students. Links to the University Catalog and the University Policies website for all other university academic and non-academic policies can be found at the sites listed below:

- Mason COVID-19 Resources: <https://www2.gmu.edu/safe-return-campus>
- Mason Alert-Weather: <https://ready.gmu.edu/category/recent-alerts/>
- Office of Disability Services: <https://ds.gmu.edu/>
- Writing Center: <http://writingcenter.gmu.edu>
- Counseling and Psychological Services: <https://caps.gmu.edu/>
- Catalog: <https://catalog.gmu.edu/>
- University Policies: <https://universitypolicy.gmu.edu/>
- University Library: <http://library.gmu.edu/>

Accommodations for Students with Disabilities:

Disability Services at George Mason University is committed to providing equitable access to learning opportunities for all students by upholding the laws that ensure equal treatment of people with disabilities. If you are seeking accommodations for this class, please first visit <https://ds.gmu.edu/> for detailed information about the Disability Services registration process. Then please discuss your approved accommodations with me.

Disability Services is located in Student Union Building I (SUB I), Suite 2500.

Email: ods@gmu.edu | Phone: (703) 993-2474

Title IX notice:

Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking: As a faculty member, I am designated as a “Responsible Employee,” and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason’s Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as Student Support and Advocacy Center (SSAC) at 703-380-1434 or Counseling and Psychological Services (CAPS) at 703-993-2380. You may also seek assistance from Mason’s Title IX Coordinator by calling 703-993-8730 or emailing titleix@gmu.edu.

Class Cancellations:

Check Mason’s homepage (www2.gmu.edu) to see if classes are canceled for adverse weather or any other emergency circumstances. You can also register for Mason’s emergency alert system at <https://ready.gmu.edu/students/>. Since this course is online and there are no scheduled class dates, cancellations due to weather or other emergencies should not affect the course schedule. However, be sure to check your email regularly so you can receive important information promptly.