

CRIM 513, Section 001: Leadership in Justice Organizations, CRN 75169

Fall 2023: Wednesday, 7:20pm – 10:00pm, Horizon Hall 3001

George Mason University, Fairfax Campus

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Course Description:

Explores theory and evidence of various approaches to leadership and management as applied in justice organizations. Examples of leadership approaches include, trait, skills, style, contingency, path-goal, transformational, servant, team, and psychodynamic. Practical aspects of coping with the risks of leadership are included. Involves case studies and student self-analysis using diagnostic tools.

Course Objectives:

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

- Understand many of the classifications and styles of leadership
- Identify specific management and leadership issues that are specific to law enforcement
- Apply the principles of leadership to situations in which they have been participants or observers
- Recognize the leadership approaches they do not believe are effective
- Identify the leadership approaches they believe make a leader successful
- Understand the leadership approach or approaches that best suit them, individually, as a leader

Texts: (required)

Peter G. Northouse. (2022). *Leadership: Theory & Practice (Ninth Edition)*. ISBN: 9781544397566.

Nathan Iannone, Marvin Iannone, and Jeff Bernstein (2014). *Supervision of Police Personnel (Ninth Edition)*. ISBN: 9780135186237.

REQUIRED ARTICLES/READINGS:

Required articles and readings will be assigned weekly via Blackboard for short essays and class discussion.

Course Requirements and Grading:

Essays	25% of total grade
Attendance and Participation	25% of total grade
Leadership Presentation	25% of total grade
Final Exam	25% of total grade

Attendance/Discussion

Students are expected to read required readings prior to class, and to participate in class discussion. Students are expected to post discussion questions on Blackboard prior to the due date. Attendance and discussion comprise 25% of the course grade.

Those students who have previously taken my classes know it is not unusual, during in-person instruction, for me to walk around the classroom and ask students questions. It is not an attempt to embarrass anyone, but an opportunity to generate discussion and debate, as I enjoy eliciting your opinions and interpretations of the material, which may be completely different from mine. The discussion also keeps everyone engaged and makes the class more interesting and enjoyable.

Essays

Students are required to complete short essays related to subjects covered throughout the course, which will often correspond to the specific topics involving leadership covered in the course. Some of the topics will be law enforcement related, and some will just be related to leadership in general. The essays will be assigned the week prior to their due date and completed in Blackboard. Students should come to class prepared to discuss the subjects of the essays. Like class discussion, I am hoping that students will focus on applying the principles we learn and present other concepts they believe are valuable on the subject matter.

Leadership Presentation

Students will make one individual leadership presentation which will be worth 25% of the course grade. Students will choose a leader and explain to the class why the person they chose is or is not an effective leader, based on the material covered in the course material.

Exam

There is one exam, the final exam which will primarily focus on the material covered in the required texts. The exam will be worth 25% of the course grade. All material from required readings and class discussion may be included in exam questions. The exam will test both factual knowledge of the general leadership and management principles and those that apply specifically to criminal justice.

Overall Grading:

The course is graded on the Graduate Regular scale. The following is the numerical conversion to the corresponding letter grade scale that we will be using:

A+	100 – 97%
A	96 – 93%
A-	90 – 92%
B+	89 – 87%
B	86 – 83%
B-	82 – 80%
C+	79 – 77%
C	76 – 73%
F	72 – 0%

University Policies:

Campus Resources:

The Writing Center, University Libraries, Counseling and Psychological Services (CAPS), Student Support and Advocacy Center, and the Office of Disability Services are available to assist students. Links to these sites, along with the University Catalog and the University Policies websites are below.

General University Information / Weather: www.gmu.edu

Office of Disability Services: ods.gmu.edu

Writing Center: writingcenter.gmu.edu

Counseling and Psychological Services: caps.gmu.edu

Student Support & Advocacy Center: ssac.gmu.edu/

English Language Institute: eli.gmu.edu

University Catalog: catalog.gmu.edu

University Policies: universitypolicy.gmu.edu

Accommodations for students with disabilities:

If you are a student with a disability and you need academic accommodations, please see me and contact [Disability Services](#) at (703) 993-2474 or ods.gmu.edu. All academic accommodations should be identified at the beginning of the semester and must be arranged through Disability Services.

Honor Code:

GMU has an Honor Code, which requires all members of this community to maintain the highest standards of academic honesty and integrity. Cheating, plagiarism, lying, stealing, and research misconduct are all prohibited. All violations of the Honor Code will be reported to the Honor Committee. See <https://catalog.gmu.edu/policies/honor-code-system/#text> for more detailed information.

Enrollment:

Students are responsible for verifying their enrollment in this class. Schedule adjustments should be made by the deadlines published in the Schedule of Classes, which is available from the Registrar's Website at https://registrar.gmu.edu/calendars/fall_2023/. After the last day to drop a class, withdrawing from this class requires the approval of the dean and is only allowed for nonacademic reasons. See the Schedule of Classes for selective withdrawal procedures.

The last day to add classes is Monday, August 28, 2023.

The last day to drop classes with 100% refund is Tuesday, September 5, 2023.

The last day to drop classes with 50% refund is Tuesday, September 12, 2023.

The unrestricted withdrawal period (100% tuition liability) is from Wednesday, September 13 to Tuesday, September 26, 2023.

Class Schedule:

As set forth below the subject matter that will be covered during the semester has been grouped by chapters. In addition, articles or events I have observed or personally experienced that relate to or expand on the material in the chapters will be posted on Blackboard. In preparing for class students should read the material prior to class. It is the student's responsibility to stay abreast of assignments, changes to the schedule, etc., all of which will be announced via Blackboard with adequate notice.

COURSE OUTLINE:

August 23 Northouse Chapter 1: Introduction

	Iannone Chapter 1: The Supervisor's Role Iannone Chapter 2: The Supervisor's Function in Organization, Administration, and Management
August 30	Northouse Chapter 2: Trait Approach Iannone Chapter 3: Leadership, Supervision, and Command Presence
September 6	Northouse Chapter 3: Skills Approach Iannone Chapter 4: The Training Function: Problems and Approaches to the Instructional Process
September 13	Northouse Chapter 4: Behavioral Approach Iannone Chapter 5: Interpersonal Communications Iannone Chapter 6: Principles of Employee Interviewing
September 20	Northouse Chapter 5: Situational Approach Iannone Chapter 7: Some Psychological Aspects of Supervision
September 27	Northouse Chapter 6: Path-Goal Theory Iannone Chapter 8: Special Problems in Counseling and Remediation Iannone Chapter 9: Employee Dissatisfaction and Grievances
October 4	Northouse Chapter 7: Leader-Member Exchange Theory Northouse Chapter 8: Transformational Leadership
October 11	LEADERSHIP PRESENTATIONS
October 18	LEADERSHIP PRESENTATIONS Northouse Chapter 9: Authentic Leadership Iannone Chapter 10: Discipline: Principles, Policies, and Practices
October 25	Northouse Chapter 10: Servant Leadership Iannone Chapter 11: Personnel Complaint Investigation Procedures and Techniques
November 1	Northouse Chapter 11: Adaptive Leadership Iannone Chapter 12: Personnel Evaluation Systems and Performance Rating Standards
November 8	Northouse Chapter 12: Inclusive Leadership Northouse Chapter 13: Followership Iannone Chapter 13: Tactical Deployment of Field Forces
November 15	Northouse Chapter 14: Gender and Leadership Iannone Chapter 14: Legal Knowledge Every Supervisor and Manager Should Have
November 22	NO CLASS
November 29	Northouse Chapter 15: Leadership Ethics Northouse Chapter 16: Team Leadership Iannone Chapter 15: Other Important Supervisory and Management Topics

December 6: Final Exam, **7:30pm – 10:15pm**

This outline is tentative; content/dates are subject to change at the professor's discretion.