

**PLSC 450 (CRN 15376) – Managing Public Safety Agencies – Fall 2017 – 3 Credits**  
**Livonia Campus Room xxx**  
**Thursday (R) 6:00 pm – 8:40 pm**

**Instructor:** John Seto, 734-260-6176, [jseto@emich.edu](mailto:jseto@emich.edu)  
Office Hours: Thursday 5:00 pm – 6:00 pm and by appointment  
Livonia Campus Room xxx

Analysis of public-sector management elements, including planning, organizing, leading, controlling, and communicating, presented in the context of, and applied to, internal police/fire and corrections administration.

This course will focus on the administrative role in a public safety agency. It will cover organizational theory and practice as well as organizational behavior to promote an understanding of the organization itself to include key interactions among employees, managers and the community. To achieve these objectives, the class will include discussions of current issues as they relate to the management and leadership of public safety organizations.

**Text (required):**

- More, Harry W., Gennaro F. Vito, William F. Walsh. 2012. *Organizational Behavior and Management in Law Enforcement*, 3<sup>rd</sup> edition. Upper Saddle River, NJ: Prentice Hall
- Students are also responsible for articles, handouts, and presentations utilized in class.

**Academic Integrity**

Academic dishonesty, including all forms of cheating and/or plagiarism, will not be tolerated. Penalties for an act of academic dishonesty may range from receiving a failing grade for a particular assignment to receiving a failing grade for the entire course. In addition, you may be referred to the Office of Student Judicial Services for discipline that can result in either a suspension or dismissal. The *Student Conduct Code* contains detailed definitions of what constitutes academic dishonesty. It can be accessed at [www.emich.edu/sjs](http://www.emich.edu/sjs)

**Support Services:**

- Disability Resource Center (Student Center 240). Students with disabilities must register with the DRC so we can arrange accommodations to promote your participation and success in the course. The center also provides referrals and other services.
- The **University Writing Center** (115 Halle Library; 487-0694) offers one-to-one writing consulting for both undergraduate and graduate students. Students can make appointments or drop in between the hours of **10 a.m. and 6 p.m. Mondays through Thursdays and from 11 a.m. to 4 p.m. on Fridays**. The UWC opens for the Fall 2017 semester on **Monday, September 11** and will close on

**Thursday, December 14.** Students are encouraged to come to the UWC at any stage of the writing process.

The UWC also has several satellite locations across campus (in Owen, Marshall, Pray-Harrold, and Mark Jefferson). These satellites provide drop-in writing support to students in various colleges and programs. **Satellite locations and hours can be found on the UWC web site: <http://www.emich.edu/uwc>.**

UWC writing consultants also work in the **Academic Projects Center** (116 Halle Library), which offers drop-in consulting for students on writing, research, and technology-related issues. The APC is open **10 a.m. to 5 p.m. Mondays through Thursdays**. Additional information about the APC can be found at <http://www.emich.edu/apc>.

Students seeking writing support at any location of the University Writing Center should bring a draft of their writing (along with any relevant instructions or rubrics) to work on during the consultation.

#### **Grading scale**

A	[93-100%]	A-	[90-92]		
B+	[87-89]	B	[83-86]	B-	[80-82]
C+	[77-79]	C	[73-76]	C-	[70-72]
D+	[67-69]	D	[63-66]	D-	[60-62]
F	[<60%]				

#### **Summary of Grading Policy:**

Midterm (October 19 <sup>th</sup> )	25%
Final (December 14 <sup>th</sup> )	25%
Term Paper (December 7 <sup>th</sup> )	25%
Term Paper Presentation (December 7 <sup>th</sup> )	10%
Two short written assignments (Sept. 28 <sup>th</sup> and Nov. 9 <sup>th</sup> )	5%
Weekly Discussions and Leading a Class Discussion	5%
Class attendance	5%

You must have a verifiable medical reason for late or missed work, including exams. Make up tests will be scheduled at my discretion.

#### **Exams:**

The exams may consist of multiple choice, true/false, short answer and essay questions. The essays will be graded on your ability to answer the question in a well-articulated, critical analysis of the topic as it relates to the text and classroom discussion.

#### **Term Project:**

A 10 page double spaced paper analyzing a current issue related to a public safety agency. The paper should include a summary of the issue, potential solutions and a recommendation. The

paper will be graded on your ability to develop potential solutions, critically analyzing the options, and describing a course of action to implement your recommendation. The term project grade will be based on your written paper (25%) and your class presentation (10%).

**Short Written Assignments:**

Each assignment will be 1-2 pages double spaced. The topic will be distributed in class.

**Weekly Discussions and Leading a Class Discussion:**

Each week will consist of a class discussion on a current topic in public safety and participation is expected. During the semester, each student will be required to lead one discussion on the topic of their choosing.

**Class Attendance:**

Because we meet only once a week, attendance will be crucial for success in this class. Attendance will be taken each week and your final grade will be reduced 0.5% for each class you miss.

**Class Participation:**

I anticipate a wealth of experience from the students of this class. Participation not only demonstrates interest and understanding of the material, it will provide additional insight for the entire class. In addition to showing you have completed the reading assignments before class; participation also demonstrates your ability to apply the material to current situations in public safety agencies locally and nationally. Although your final grade is not impacted by your class participation (other than what is associated in the weekly discussions category), it is an important part of the learning process and you may be called upon during class discussions.

**Helpful Web Sites:**

During this course and in your careers in public safety, there will be many web sites that you may find helpful. Here are just a few and I am certain we will add to it throughout the semester:

- National Institute of Justice <http://nij.gov/>
- The International Association of Chiefs of Police <http://www.theiacp.org/>
- The International Association of Fire Chiefs <http://www.iafc.org/>
- The Federal Bureau of Investigations <https://www.fbi.gov/>

Check your university e-mail frequently for announcements related to class.

## Course Outline

- Sept. 7<sup>th</sup> Introductions, review of syllabus, course requirements, explanation of term project and student presentation and discussion of article handout.
- Ch. 1: *Police Organizations - Evolving Strategies*  
History of organizations and how they have evolved.
- Sept. 14<sup>th</sup> Ch. 1: *Police Organizations - Evolving Strategies* (continued)  
Understand the different theories in organizational management and identify the people responsible for each theory.  
Understand system theories, closed systems/open systems.  
The evolution of police management – identify the different eras in policing.
- Ch. 2: *Dynamics of Management - Managers and Organizational Behavior*  
Define management and its different functions.  
Understand the different levels of management and the expectations placed at each level – line versus staff.  
Understand the different organizational behavioral theories and identify the people responsible for each theory.
- Sept. 21<sup>st</sup> Ch. 4: *Personality - Understanding the Complexity of Human Behavior in the Organization.*  
Define personality and identify personality determinants.  
Identify and understand the different personality theories.  
How does understanding personality impact our work as managers and leaders?
- Ch.5: *Beliefs, Values, and Attitudes - Determinants of Human Behavior*  
Define behavior.  
Understand culture and how it affects people.  
How do our values, attitudes and opinions affect our behaviors?  
How are perceptions formed and how do they affect organizational culture?
- Assignment 1 distributed
- Sept. 28<sup>th</sup> Ch. 6: *Motivation - The Force Behind Behavior Learning Objectives*  
Define motivation and understand the motivation process.  
What is the motivation cycle?  
The different content theories and how they affect motivation.  
Process theories and they affect motivation.  
How does stress impact police officers and their well-being?  
How does stress affect work performance?  
Understand the symptoms of stress and identify ways managers can assist employees.
- Term project assignment distributed  
**Assignment 1 due**

Oct. 5<sup>th</sup> Ch. 7: *Stress in Organizational Life - Its Nature, Causes, and Control*  
Identify the different types of stress, both good and bad.  
How does stress impact police officers and their well-being?  
How does stress affect work performance?  
Understand the symptoms of stress and identify ways managers can assist employees.

**Term project topics due**

Oct. 12<sup>th</sup> Ch. 8: *Conflict - Nature, Causes, and Management*  
How do you resolve conflict?  
Identify and understand the different styles managers use to resolve conflict.  
What are the common causes of conflict in organizations?  
What is the conflict development cycle?  
What are the nine techniques for conflict management?

Review for Midterm

Oct. 19<sup>th</sup> **Midterm exam (covering Chapters 1, 2, 4 – 8)**

Oct. 26<sup>th</sup> Ch. 9: *Decision-Making - The Essential Element in Applied Management*  
What are the steps of decision making?  
What are some factors and variables that influences decision making?  
What are some different types of decision making processes?  
What's the difference between proactive and reactive decision making?  
Is group decision making an effective technique?

Ch.10: *Power - Its Nature and Use*

What is power?  
What are the different types of power?  
How is power acquired?  
What's the difference between referent and expert power?  
How does politics influence power?

Nov. 2<sup>nd</sup> Ch. 11: *Communication - The Vital Process*  
What are the different types of communications?  
What is effective communications?  
What are some barriers to effective communications?  
How does the organizational structure impact communications?  
What is the communication process?

Assignment 2 distributed

Nov. 9<sup>th</sup> Ch. 12: *Groups and Teamwork - Human Dynamics at Work*  
What defines a group or a team?  
What are the different types of groups and how are they formed?  
What are the common characteristics of groups?

What are the norms, values and cultures of a group?  
How do you create a winning team?  
Class Exercise

**Assignment 2 due**

Nov. 16<sup>th</sup> Ch. 13: *Change - Coping with Organizational Life*  
Why do organizations change?  
What's the difference between planned and unplanned change?  
What factors influence change?  
Define and understand S.A.R.A.?  
What are the phases to organizational change?  
Why is there resistance to change?

Ch. 14: *Performance Based Management - Guiding Principles*  
What is performance based management?  
Why are mission and vision statements important?  
What are strategic goals and objectives?  
Why are data and measures important?  
What are the levels of accountability and how do we hold people accountable?

Nov. 23<sup>rd</sup> No Class – Happy Thanksgiving

Nov. 30<sup>th</sup> Ch. 3: *Leadership - The Integrative Variable*  
What are the qualities of a good leader?  
Identify and understand the different theories of leadership.  
Define leadership styles and the Managerial Grid.  
How do we deal with conflict as leaders?  
What is transformational leadership?  
Leadership exercise

Ch. 15: *Developing Effective Organizations - Improving Organizational Performance*  
What defines an effective organization?  
How do you create an organizational strategy?  
How do you measure effectiveness?  
Why conduct follow-up and assessment?  
Who is involved in implementing organizational change?

Review for Final Exam

Dec. 7<sup>th</sup> **Presentation of Term Projects**  
**Term Project Papers due**

Dec. 14<sup>th</sup> **Final Exam (covering Chapters 3, 9-15)**