This course aims to empower you with the knowledge and skills to develop effective leadership level strategies and solutions for problems in public services, particularly those related to criminal justice. You are expected to demonstrate an understanding of the evolution, controversies, and challenges of democracy and public service in America. This course covers many of the essential elements of public administration including leadership, organizational behavior, human resource management, diversity, and ethics. You will have the opportunity to develop and sharpen the professional writing, intellectual reflection, and analytical skills needed to excel in any administrative role.

Your Course Goal & Objectives
The goal of this course is for you to determine effective leadership level strategies and solutions for problems in public service and criminal justice, by:

1. Assessing the origin, application, and impact of democratic ideas and principles on the American criminal justice system
2. Analyzing leadership and organizational behavior and its implication for public service
3. Critically evaluating practical and ethical issues facing public administrators
4. Developing strategies for promoting diversity and inclusion in the workforce

Sharon L. Hill, Ph.D.

Phone: (404) 413-0125
E-mail: shill31@gsu.edu
Virtual Office Hrs: By appointment [WebEx]
Competencies

This course meets the following Master of Interdisciplinary Studies in Criminal Justice Administration Program Level Competencies:

**PLC1**: Lead and manage in criminal justice systems in democratic societies.

**PLC4**: Articulate and apply a set of ethical principles in the criminal justice system that comports with democratic values and respect for human rights.

**PLC5**: Communicate and interact productively with a diverse and changing workforce and citizenry.

Performance & Evaluation

Overview of assignments and their percentages of your grade:

1. **Participation (4 Discussions)** 15%
2. **Quiz** 15%
3. **Essay Exam** 20%
4. **Portfolio Project** (Case Study: Memo & SWOT Analysis) 25%
5. **Policy Memo: Creating & Sustaining Ethical Conduct in Organizations** 25%
Helpful Notes from Your Professor

Here are some important notes on how you can be successful in this class:

✓ Connect with me early and often! I am here to facilitate your success!
  Organize your study time; find quiet, uninterrupted, and consistent times each week to "attend and participate" in this course.
✓ Read the materials and watch the documentaries in order to gain an optimal understanding of Public Service and Democracy.
✓ Complete all the requirements (Discussions, Exams, SWOT Analysis, and Policy Memo) by the deadlines; may be helpful to put it in your calendar.
✓ Develop a relationship with your online classmates to share ideas and discuss course information.

Required Textbooks


Course Schedule & Assignments

<table>
<thead>
<tr>
<th>Duration</th>
<th>Module &amp; Topic</th>
<th>What to Do</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Course Intro</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welcome &amp; Course Introduction</td>
<td>• Watch the Course Intro video and read the course overview information</td>
<td>Before Starting Course Work</td>
<td></td>
</tr>
<tr>
<td>Syllabus &amp; Schedule</td>
<td>• Read through the syllabus online and/or download the PDF and save</td>
<td></td>
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</tr>
</tbody>
</table>
| Class Introductions | • Post a Brief Bio  
  • Respond to the bios posted by two other students | Post 8/24/18 Respond 8/28/18 |                                |
<p>| Pre-survey   | • Complete the Student Pre-survey    | Before Module 1                                 |                                |</p>
<table>
<thead>
<tr>
<th>Duration</th>
<th>Module &amp; Topic</th>
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<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exercise 1. Legality of Police Stops</strong></td>
<td></td>
<td>• Take the “Legality of Police Stops” Quiz</td>
<td>8/28/18</td>
</tr>
</tbody>
</table>
| **Discussion 1. Reflections from Exercise 1** |  | • Reflect & Discuss  
• Discussion 1. Surprising responses to Exercise 1. | Post 8/31/18  
Respond 9/4/18 |

<table>
<thead>
<tr>
<th><strong>5 wks.</strong></th>
<th><strong>Module 1 - Democracy and Criminal Justice</strong></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Module Introduction</strong></td>
<td></td>
<td>• Professor Intro Video</td>
<td>9/4/18</td>
</tr>
</tbody>
</table>
| **1.2 The Origin of Democracy** |  | • Video Lecture. The Origin of Democracy  
| **1.3 The Path to the U.S. Constitution – part A** |  | • Video Lecture. The Path to the U.S. Constitution  
• Video. The Making of the Constitution | 9/7/18 |
| **1.4 The Path to the U.S. Constitution – part B** |  | • Video Lecture. The Bill of Rights & the 13th  
• Recommended Resources to Review: The Bill of Rights and the United States Constitution | 9/7/18 |
| **1.5 Democracy, Crime, & Justice** |  | Part 1.  
• Video. Mass Incarcerations in the U.S.  
• Video Lecture. Mass Incarceration in America, Guest Lecturer, Professor Dean Dabney | 9/11/18 |
| **1.6 Module Summary** |  | • Instructor Video. Summary  
• Practice Quiz  
• Discussion 2. Analysis of Mass Incarceration & the New Jim Crow  
• Quiz - Democracy and Criminal Justice | Post 9/14/18  
Respond 9/18/18  
Quiz 9/21/18 |

<table>
<thead>
<tr>
<th><strong>5 wks.</strong></th>
<th><strong>Module 2 – Leadership, Organizational Behavior, and Human Resource Management</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Module Introduction</strong></td>
<td></td>
<td>• Professor Intro Video</td>
<td>9/25/18</td>
</tr>
<tr>
<td>Duration</td>
<td>Module &amp; Topic</td>
<td>What to Do</td>
<td>Due Date</td>
</tr>
<tr>
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</tbody>
</table>
| 2.2      | Portfolio Project. SWOT Analysis             | • Video Overview. SWOT Analysis  
• Read. Instructions for Developing a SWOT Analysis                                                                                     | 9/25/18    |
| 2.3      | Organizational Behavior                       | **Read**  
• *Bureaucracy by Max Weber  
• *Street-Level Bureaucracy by Michael Lipsky  
**Watch**  
• Video Lecture. Organizational Behavior  
• Frontline documentary. Policing the Police                                                                                          | 9/28/18    |
| 2.4      | Organizational Culture                        | **Read**  
• The Organizational Cultural Perspective by J. Steven Ott  
**Watch**  
• Video Lecture. Organizational Culture                                                                                               | 10/5/18    |
| 2.5      | Human Resource Management                     | **Read**  
• *A Theory of Human Motivation by Abraham Maslow  
• The Motivational Bases of Public Services by James L. Perry & Lois R. Wise  
- Hiring and retention issues in Police Agencies: Readings on the Determinants of police strength, hiring and retention of officers, and federal COPS Program by Koper, Maguire, & Moore.  
**Watch**  
• Video Lecture. Human Resource Management Video Mini-Lecture. Hiring and Retention Issues in Police Agencies                       | 10/12/18   |
| 2.6      | Module Summary                                | • Video. Summary Presentation  
• Discussion 3. Street-Level Bureaucracy & a Leadership Response                                                                         | Post  
10/16/18  
Respond 10/19/18 |
<p>| 2.7      | Evaluation Report                             | • Essay Exam                                                                                                                               | 10/26/18   |
| 2 wks.   | Module 3 – Managing Diversity in Public Administration |                                                                                                                                          | 10/30/18   |
| 3.1      | Module Introduction                           | • Professor Intro Video                                                                                                                   | 10/30/18   |</p>
<table>
<thead>
<tr>
<th>Duration</th>
<th>Module &amp; Topic</th>
<th>What to Do</th>
<th>Due Date</th>
</tr>
</thead>
</table>
|          | 3.2 Background on Diversity | **Read**  
*From Affirmative Action to Affirming Diversity by R. Roosevelt Thomas, Jr.*  
**Watch**  
• Video Lecture. Background on Diversity | 10/30/18 |
|          | 3.3 The Case for Diversity | **Read**  
*Representative Bureaucracy by Samuel Krislov*  
The Changing environment for Policing by Bayley & Nixon.  
**Video Lecture. Background on Diversity** | 11/2/18 |
|          | 3.4 Principles of Diversity | • Video Lecture. Principles of Diversity  
• Video Lecture. Leadership and Diversity by Guest Lecturer, Dr. Joannie Tremblay Boire | 11/9/18 |
|          | 3.5 Module Summary & Portfolio Project | • Video Lecture. Module Summary: Managing Diversity in the Workplace  
• **Portfolio Project. Case Study: Memo & SWOT Analysis Due** | 11/16/18 |
| 2 wks.   |               |            |          |
|          | 4.1. Ethical Behavior in Public Service | • Professor Intro Video | 11/27/18 |
|          | 4.2 Analyzing Ethical Issues | **Read**  
**Understanding Ethical Decision Making**  
**Administrative Responsibility: The Key to Administrative Ethics**  
**Conflicts of Responsibility: The Ethical Dilemma**  
**Watch**  
Video Lecture. Analyzing Ethical Issues  
|          | 4.3 Administrative Reforms | **Read**  
**Maintaining Responsible Conduct in Public Organizations**  
**Integrating Ethics with Organizational Norms and Structures**  
PBS Frontline, How the DOJ Reforms a Police Department like Ferguson by Sarah Childress  
**Watch**  
Video Lecture. Administrative Reforms  
Frontline. Policing the Police  
### Duration | Module & Topic | What to Do | Due Date
--- | --- | --- | ---
4.4 Module Summary | • Video. Module 4 Summary  
• Discussion 4. Most critical issue for leaders in criminal justice |  | Post 11/30/18  
Respond 12/3/18
4.5 Final Paper | • Policy Memo: Creating & Sustaining Ethical Conduct in Organizations  
• Video. PBS Frontline Season 29, Episode 3, “The Confessions” |  | 12/11/18

**Notes re: Readings**

**Late Assignments**
All assignments submitted after the due date will incur a 1-point penalty for each day late. It is imperative for you to establish a habit and routine of submitting information in a timely fashion. If you encounter circumstances that may impact your ability to submit assignments timely, please let me know in advance of the due dates.

**Support Statements**

**Inclusivity Statement**
We understand that students in our program represent a variety of backgrounds and perspectives. The AYSPS Master of Interdisciplinary Studies in Criminal Justice Administration program is committed to providing a learning environment that respects diversity. To build this community we ask all members to:
- Share their unique experiences, values and beliefs
- Be open to the views of others
- Honor the uniqueness of their colleagues
- Appreciate the opportunity that we have to learn from each other in this community
- Value each other’s opinions and communicate in a respectful manner
- Keep confidential discussions that the community has of a personal (or professional) nature

**Students with Disabilities**
If you need accommodation for a disability you may do so by registering with the Georgia State University Office of Disability Services either by coming in-person or online. You will be accommodated upon issuance by the Office of Disability Services of a signed Accommodation Plan, and then you are responsible for emailing the copy of that plan to me and faculty of all the classes in which you need
accommodations. To register for accommodations please follow this link disability.gsu.edu/services/how-to-register.

For more information, contact the GSU Office of Disability Services
Phone: (404) 413-1560, Email: dismail@gsu.edu, Website: disability.gsu.edu,
Address: Student Center East, Suite 205, 55 Gilmer Street, Atlanta, GA 30303

Remote Academic Coaching
The Office of Disability Services also offers free remote academic coaching. To learn more go to disability.gsu.edu/services or watch a Coaching Video

Veterans & Serving Military
Georgia State honors its military and veteran men and women returning to pursue their education. Students who are veterans, serving in the military, their dependents, and the survivors of serving military are encouraged to avail themselves of a full range of college services and activities through the Military Outreach Center (MOC).

For assistance or guidance while attending GSU on campus or online, contact the Atlanta Campus Military Student Advocate, David Garcia, at 404-413-2331. Also, please be sure and let me know ASAP if or when there is any possibility of you being activated and deployed. Thank You for Your Service!

For more information contact the GSU Military Outreach Center
Phone: (404) 413-233, Email: dgarcia9@gsu.edu, Website: veterans.gsu.edu
Address: Sparks Hall, Room 234, Gilmer St SE Suite 200, Atlanta, GA 30303

Policies

Academic Integrity
In the event of academic dishonesty, policies stated in the GSU Graduate Catalog will be followed. Cheating includes presenting another’s work as your own, presenting previous work as work done in this semester, copying the work of another, etc. If you have any questions about whether an activity is cheating, refer to the graduate catalog or see the instructor.

The instructor will determine the sanction for dishonest behavior. Academic Dishonesty may result in an F for the course and may result in suspension or expulsion from the College.

Plus/Minus Grading Policy
The Andrew Young School and the MIS CJA program use a plus/minus grading scale. Course grades of B- or lower are indications of unsatisfactory work at the graduate level.
**Important Note:** Grades of B- or lower for the course could lower your cumulative grade point average below good academic standing (GPA of 3.00).

<table>
<thead>
<tr>
<th>Grade Pts.</th>
<th>Grade</th>
<th>GPA Quality Pts.</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥ 98</td>
<td>A+</td>
<td>4.30</td>
<td></td>
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<tr>
<td>93 - 97.99</td>
<td>A</td>
<td>4.00</td>
<td></td>
</tr>
<tr>
<td>90 - 92.99</td>
<td>A-</td>
<td>3.70</td>
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</tr>
<tr>
<td>88 - 89.99</td>
<td>B+</td>
<td>3.30</td>
<td>Acceptable</td>
</tr>
<tr>
<td>83 - 87.99</td>
<td>B</td>
<td>3.00</td>
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<tr>
<td>80 - 82.99</td>
<td>B-</td>
<td>2.70</td>
<td>Unsatisfactory</td>
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<tr>
<td>78 - 79.99</td>
<td>C+</td>
<td>2.30</td>
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<td>73 - 77.99</td>
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</tr>
<tr>
<td>70 - 72.99</td>
<td>C-</td>
<td>1.70</td>
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<tr>
<td>0 - 59.99</td>
<td>F</td>
<td>0.00</td>
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</tbody>
</table>

**Online Course Evaluations**

Your constructive assessment of this course plays an indispensable role in shaping improvements of all courses within this program and your educational experiences at Georgia State. Please take time to fill out the online course evaluations. We appreciate honest, open and constructive feedback.

**AYS Career Services & Alumni Office**

The Andrew Young School provides career support and leadership development services to all current AYS students and alumni. If you are interested in career building activities and are in the Atlanta area go to [career.aysps.gsu.edu](http://career.aysps.gsu.edu) or if you are out of the area, please contact the office to schedule a phone or online consultation with the Career Services department.