

**NORTH CAROLINA STATE UNIVERSITY
ADMINISTRATIVE OFFICERS MANAGEMENT PROGRAM
PA 411 Managing Police Organizational Behavior (3 Credits)**

Fall 2008

| | | | |
|-----------------------|------------------------------|----------------------|----------------------------|
| Instructor: | James R. Horner | Meeting Time: | TH 8:30-11:30 & 1:00-4:00 |
| Campus Office: | 401 Oberlin Rd., Suite 225 | Classroom: | Mt. Auburn Training Center |
| Office Hours: | By appointment | Telephone: | (919) 515-5071 (Work) |
| Email: | horner@social.chass.ncsu.edu | | (919) 362-4152 (Home) |

COURSE OVERVIEW. This course is designed to prepare police managers to develop more efficient and effective organizations by focusing on five interrelated themes:

- An historical perspective – examines police management in transition from the “classical” to the “behavioral” model. In doing so, we will focus on related changes in police operations from a 911 incident-driven to a community service model.
- Self assessment – detailed analysis of style of leadership, interpersonal communication skills, personality type, and ability to develop the competence and commitment of people.
- Understanding of group dynamics, team building, and the importance of empowerment. These will be treated in an experiential format through team cooperation and competition.
- Organizational assessment and problem solving – a very “hands on” approach that includes analysis of problem-solving tools and assessments utilized by police agencies to facilitate organizational change.
- Creating the “Constructive Culture” – an eight-step approach helps examine the relationship between internal stability created by sound leadership practices and the successful management of constant external change.

This class is delivered through a variety of teaching modalities including lectures, group discussions, team workshops, analysis of self-scored inventories, and team building exercises.

This class is available only to distance education students enrolled in the AOMP.

COURSE PREREQUISITES. None

GENERAL EDUCATION REQUIREMENT (GER) DESIGNATION. None

LEARNING OUTCOMES. By the end of the course, students will be able to:

1. Demonstrate how to utilize the *Organizational Culture Inventory*® (OCI) to gather information about the shared values and beliefs that guide the thinking and behavior of members.
2. Formulate strategies to maximize an achievement orientation, build a humanistic-encouraging culture, and develop opportunities for people to self-actualize.
3. Analyze self-scored inventories assessing styles of leadership, personality type, and interpersonal communications, and develop a plan of action to enhance skills related to each of those areas.
4. Discuss the application of the “Seven Habits of Highly Effective People” to police leadership.
5. Demonstrate an understanding of both the keys and barriers to successful group process through participation in team building workshops.
6. Utilize a formal survey, in a case study, as a problem identification tool and develop strategies to address those problems.

7. Describe the major characteristics of Jim Collins' "Level Five Leader" and how they would apply them to enhance productivity in their organizations.
8. Articulate a methodology for analyzing the efficiency and effectiveness of service delivery in their organizations.

COURSE MATERIALS. The textbooks for the course are: Covey, Stephen, *Seven Habits of Highly Effective People*. New York: Free Press (\$15.95); Jim Collins, *Good to Great*. New York: Harper Collins (\$27.50). A coursepack containing supplemental class readings is also required (\$20). Additional readings will be distributed in class, placed on electronic reserve in the university library, and made available through other means (e.g., websites). Videos to be used in the course: Excellence in the Public Sector (Tom Peters); Organizational Change at Harley-Davidson (Tom Peters); Interview in a Philadelphia "Mini-Station (Horner); The Miracle of Flight 232 (CPM); Mission and Values (Miami-Dade Police Department).

COURSE REQUIREMENTS AND EVALUATION. Student performance will be evaluated in three ways: through a take-home exam on the Covey text; a written assignment based on an analysis of two self-scored instruments (The Styles of Management Inventory and the Personnel Relations Survey); and an in-class examination. The following is a breakdown of basic course requirements with accompanying percentages for final grade computation.

| | |
|--------------------------|------|
| Take-home exam: | 30% |
| Analysis of Inventories: | 30% |
| In-Class Examination: | 40% |
| Final Grade | 100% |

The following scale will be used for assigning final grades: A+=97.0-100.0, A=93.0-96.9, A-=90.0-92.9, B+=87.0-89.9, B=83.0-86.9, B-=80.0-82.9, C+=77.0-79.9, C=73.0-76.9, C-=70.0-72.9, D+=67.0-69.9, D=63.0-66.9, D-=60.0-62.9, F=59.9 or lower.

The in-class examinations in this course is comprehensive. The instructor will provide students with a review sheet one-week prior to the examination date. Make-up examinations will be given only in the case of excused absences (see Attendance section below for further information).

Students electing to take the course for credit-only (S/U) should refer to the policy and procedures in the following regulation: http://www.ncsu.edu/policies/academic_affairs/courses_undergrad/REG02.20.15.php. Those interested in auditing the course (AU) should refer to the rules specified in the following regulation http://www.ncsu.edu/policies/academic_affairs/pols_regs/REG205.00.5.php.

ATTENDANCE. Attendance is required. In case of emergency (serious illness, injury, death or illness in the family, court attendance, or religious observance), please notify me as soon as possible. You are responsible for all work missed and for any assignment announced on the day you were absent. This policy is based upon NCSU Attendance Policy available online at the following address: http://www.ncsu.edu/policies/academic_affairs/courses_undergrad/REG02.20.3.php.

INCOMPLETE GRADES AND LATE ASSIGNMENTS. Incomplete grades will be given only when a student cannot complete the course due to unforeseeable circumstances beyond his/her control and has done most of the work for the course (types of work that can be made up would be a final exam or an assignment or two). For late assignments, the grade will be reduced by one third of a letter grade for each day late (from A to A-, from B+ to B, etc.). In the case of an excused absence, students will need to set up with me a timetable for completing the outstanding assignment.

ACADEMIC INTEGRITY. Students are responsible for familiarizing themselves with the University's policy on academic integrity found in the Code of Student Conduct. The code is available online at http://www.ncsu.edu/policies/student_services/student_discipline/POL11.35.1.php. The instructor maintains high expectations concerning honesty in the completion of all tests and assignments. **To ensure that all students have an equal chance of performing well in the class, students are expressly prohibited from consulting the work (i.e., exams, assignments, lecture notes, study guides) of previous AOMP students.** Your signature on any test or assignment means that you have neither given nor received unauthorized aid. If you have any questions regarding this policy (e.g., when is it acceptable to work on an assignment with others), please feel free to discuss with me at any time.

STUDENTS WITH DISABILITIES. Reasonable accommodations will be made for students with verifiable disabilities. In order to take advantage of available accommodations, students must register with Disability Services Office (<http://www.ncsu.edu/dso/>) located at 1900 Student Health Center, Campus Box 7509, 515-7653. For more information on NC State's policy on working with students with disabilities, please see the Academic Accommodations for Students with Disabilities Regulation at http://www.ncsu.edu/policies/academic_affairs/courses_undergrad/REG02.20.1.php.

ANTI-DISCRIMINATION STATEMENT. NC State University provides equality of opportunity in education and employment for all students and employees. Accordingly, NC State affirms its commitment to maintain a work environment for all employees and an academic environment for all students that is free from all forms of discrimination. Discrimination based on race, color, religion, creed, sex, national origin, age, disability, veteran status, or sexual orientation is a violation of state and federal law and/or NC State University policy and will not be tolerated. Harassment of any person (either in the form of quid pro quo or creation of a hostile environment) based on race, color, religion, creed, sex, national origin, age, disability, veteran status, or sexual orientation also is a violation of state and federal law and/or NC State University policy and will not be tolerated. Retaliation against any person who complains about discrimination is also prohibited. NC State's policies and regulations covering discrimination, harassment, and retaliation may be accessed at http://www.ncsu.edu/policies/campus_environ or http://www.ncsu.edu/equal_op. Any person who feels that he or she has been the subject of prohibited discrimination, harassment, or retaliation should contact the Office for Equal Opportunity (OEO) at 515-3148.

COURSE EVALUATION. Online class evaluations will be available for students to complete during the final weeks of the semester. Students will receive an email message directing them to a website where they can login using their Unity ID and complete evaluations. All evaluations are confidential, that is, instructors will never know how any one student responded to any question. The evaluation website is located at: <https://classeval.ncsu.edu>.

COURSE SCHEDULE

| DATE | TOPIC | ASSIGNMENT |
|------|--|--|
| 1/23 | Course Introduction | None |
| 1/24 | Organizational Culture Management Team Workshop: Completion of the <i>Organizational Culture Inventory</i> ® (OCI) Analysis of the OCI – “Constructive,” “Passive Defensive,” and “Aggressive Defensive” Cultures | Begin Reading the <i>Seven Habits</i> -- Assignment due on 2/21 Coursepack: pp. 71-82, (Interview with Chief Dave Brown) |
| 1/31 | Instrumentation: Myers-Briggs Type Indicator Discussion of Leadership Styles Philosophy and Goal Setting & Planning | Coursepack: pp. 101-118 (CompStat-related readings) Completion of the Styles of Management Inventory (SMI) |
| 2/7 | Discussion of Leadership Styles Implementation and Evaluation – both Program Evaluation and Personnel Performance Appraisal Videos: Excellence in the Public Sector | Scoring SMI (in class) Reading SMI Booklet (after scoring is completed) |
| 2/14 | Analysis of the SMI Transitioning to the Constructive Culture: Mission and Values; Goal Oriented; Client-Focused; Creating a Learning Organization Video: Mission and Values (MDPD) Video: Philadelphia Mini-Station Video: Harley-Davidson | Team Discussions of MBTI and the SMI (in class) Coursepack: pp. 87-96 (“Broken Windows”) |
| 2/21 | Transitioning to the Constructive Culture: Building a Humanistic- Encouraging Culture; a Team Approach; Organizational Assessment; Building Trust Video: Miracle of Flight 232 | Take-Home Exam on the <i>Seven Habits</i> is due. Completion of the Profile of Organizational Characteristics (in class) |
| 2/28 | Management Team Workshop: Hiring a Police Chief Feedback on the Workshop Discussion: Keys to Successful Group Process | Coursepack: pp. 83-86 (“Congratulations on Becoming Chief!”) |

| | | |
|------|---|---|
| 3/13 | Discussion of Interpersonal Communication Organizational Communication | Completion of the Personnel Relations Survey (PRS) -- in class Discussion of Assignment based on Analysis of the SMI and PRS Begin Reading <i>Good to Great</i> |
| 3/20 | Consensual Decision-Making: A Workshop based on the film <i>Twelve Angry Men</i> Discussion: Barriers to Successful Group Process Performance Appraisal | Coursepack: pp. 31-40 (related to Performance Appraisal) |
| 3/27 | Situational Leadership: Discussion Of the Model and the Developmental and Regressive Cycles Discussion and analysis of the LEAD II Questionnaire Discussion of the Review Sheet For the Final Exam | Analysis of the SMI/PRS Due Completion and Scoring of the LEAD II Questionnaire (in class) Read Review Sheet for the Final Exam |
| 4/3 | History of Police Management: Discussion of the articles in the Assignment Discussion of “Alternative Service Delivery” Strategies Discussion of the Application of <i>Good to Great</i> to Policing | Coursepack: pp. 41-45 Complete reading <i>Good to Great</i> |
| 4/9 | FINAL EXAM | |