George Mason University
Graduate Course Approval/Inventory Form

Please complete this form and attach a copy of the syllabus for new courses. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. Complete the Coordinator Form on page 2, if changes in this course will affect other units.

Please indicate:  _____ NEW  _____ MODIFY  _____ DELETE

Local Unit: Public & International Affairs/ADJ  Graduate Council Approval Date:

Course Abbreviation:  JLCP  Course Number:  742

Full Course Title: Leadership in Justice and Security Organizations

Abbreviated Course Title (24 characters max.): Leadership in Just/Sec Orgs

Credit hours: 3  Program of Record:

Repeatable for Credit?  _____ D=Yes, not within same term  Up to hours 
               _____ T=Yes, within the same term  Up to hours 
               _____ N=Cannot be repeated for credit

Activity Code (please indicate):  _____ Lecture (LEC)  _____ Lab (LAB)  _____ Recitation (RCT)
                                    _____ Studio (STU)  _____ Internship (INT)  _____ Independent Study (IND)  _____ Seminar (SEM)

Catalog Credit Format  3:3:0  Course Level:  GF(500-600)  _____ GA(700+)  _____

Maximum Enrollment:  20  For NEW courses, first term to be offered: Fall 2005
Prerequisites or corequisites: Prerequisite JLCP 740/PUAD 790 or instructor’s permission.

Catalog Description (35 words or less) Please use catalog format and attach a copy of the syllabus for new courses.: JLCP 742Leadership in Justice and Security Organizations (3:3:0). Prerequisite JLCP 740/PUAD 790 or instructor’s permission. Examines leadership theories and explores fundamental questions about leadership in justice and security organizations today.

For MODIFIED or DELETED courses as appropriate:
Last term offered:  Previous Course Abbreviation:  Previous number:

Description of modification:

APPROVAL SIGNATURES:
Submitted by:  ________________________________  email: smastrof@gmu.edu

Department/Program:  ________________________________  Date:  __________________

College Committee:  ________________________________  Date:  __________________

Graduate Council Representative:  ________________________________  Date:  __________________
GEORGE MASON UNIVERSITY
Course Coordination Form

Approval from other units:

Please list those units outside of your own who may be affected by this new, modified, or deleted course. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

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Graduate Council approval: ___________________________ Date: __________

Graduate Council representative: ___________________ Date: __________

Provost Office representative: ______________________ Date: __________
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Please indicate:  ____NEW  ____MODIFY  ____DELETE

Local Unit: Public & International Affairs  Graduate Council Approval Date:

Course Abbreviation: PUAD  Course Number: 795

Full Course Title: Leadership in Justice and Security Organizations

Abbreviated Course Title (24 characters max.): Leadership in Just/Sec Orgs

Credit hours: 3  Program of Record:

Repeatable for Credit?  ____D=Yes, not within same term  Up to hours

____T=Yes, within the same term  Up to hours

_X_ N=Cannot be repeated for credit

Activity Code (please indicate):  ____Lecture (LEC)  ____Lab (LAB)  ____Recitation (RCT)

____Studio (STU)  ____Internship (INT)  ____Independent Study (IND)  _X_ Seminar
(SEM)

Catalog Credit Format 3:3:0  Course Level: GF(500-600)  ____GA(700+)  _X_

Maximum Enrollment: 20  For NEW courses, first term to be offered: Fall 2005

Prerequisites or corequisites: Prerequisite JLCP 740/PUAD 790 or instructor’s permission.

Catalog Description (35 words or less) Please use catalog format and attach a copy of the syllabus for new courses.: PUAD 795 Leadership in Justice and Security Organizations (3:3:0). Prerequisite JLCP 740/PUAD 790 or instructor’s permission. Examines leadership theories and explores fundamental questions about leadership in justice and security organizations today.

For MODIFIED or DELETED courses as appropriate:

Last term offered:  Previous Course Abbreviation:  Previous number:

Description of modification:

APPROVAL SIGNATURES:

Submitted by: ________________________________ email: smastrof@gmu.edu

Department/Program: ________________________________ Date: __________________

College Committee: ________________________________ Date: __________________

Graduate Council Representative: ________________________________ Date: __________________
GEORGE MASON UNIVERSITY  
Course Coordination Form

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Graduate Council approval: ___________________________ Date: ____________

Graduate Council representative: ______________________ Date: ____________

Provost Office representative: ________________________ Date: ________
Topic Description
Bookstores are lined with popular books that dispense advice on how to lead organizations more effectively. Consultants make a living attempting to impose new leadership patterns within organizations. Management fads come and go; yet, some leadership theories endure. Justice and security organizations share many features of other organizations, but they are among the most visible and symbolically powerful institutions in contemporary societies. To what extent does leadership matter in justice and security organizations? Can leaders overcome impediments to make a difference in organizations? What are the characteristics of successful and unsuccessful leaders? How does the effective or ineffective use of power impact leadership? Drawing on a rich array of case studies, empirical research, and theories of leadership inside and outside the justice and security arenas, this course examines fundamental questions about leadership in justice and security organizations today.

Course Prerequisites
JLCP 740/PUAD 790 or permission of the instructor.

Course Objectives and Learning Methods
More has been written about leadership than perhaps any other topic in organizational behavior. The literature is extensive and often inconsistent. To develop an appreciation for modern leadership, students will first be expected to learn the classical theories of leadership. Students will then examine recent trends in leadership theory and the relationship between leadership, power and organizational culture. Various theories will be analyzed in the context of justice and security organizations.

More importantly, the course calls on students to examine the bases and effects of these doctrines and processes, their strengths and weaknesses.

The course will be a mixture of lectures, class discussions, panel discussions, student presentations and guest speakers. Class participants will be expected to read all required readings in advance of the class meetings. The class will require significant student interaction and participation

Course Requirements and Grading

$ Students must come to class having read the day’s material and prepared to participate in class discussion. (10% of final grade)

X Students must prepare a brief paper on each of the required readings (three pages on each of the articles, five pages on the books). The papers will be expected to accomplish the following: 1. Summarize the book or document; 2. Identify the principle leadership propositions or conclusions; 3. Identify propositions or conclusions of the author subject to challenge or disagreement and state the basis of your disagreement or challenge. (15% of final grade)

X Students must select a personal organizational leadership experience in which they were either an observer, participant, or serving in the leadership role. Prepare a 5-10 page paper which integrates the ideas about leadership you have read for the course with that experience. Specific attention should be paid to the following questions:
1. What impediments did the leader overcome or fail to overcome?
2. What leadership characteristics made the leader successful or unsuccessful?
3. What leadership theory or theories are relevant to this experience. Why?
Each student will lead a class discussion on his/her paper. (25% of final grade)

Students will prepare a 30-40 page research paper involving class themes. Topics will be approved mid-way through the semester, with the final paper due at the end of the term. (50% of final grade)

**Assigned Texts/Readings**

**Texts**


**Readings**

(Below readings are required. Additional readings may be provided by the instructor.)


Kuykendall, Jack and Unsinger, Peter C., “The Leadership Styles of Police Managers”, *Journal of Criminal


**Outline of Topics**

Part 1: Theories, Leader Characteristics, Power, and Organizational Culture

Week One:
Introduction

Week Two:
Leadership Theories

Week Three:
Leadership Theories: Recent Trends

Week Four:
Leader Characteristics

Week Five:
Leader Characteristics

Week Six:
Leadership and Power

Week Seven:
Leadership and Organizational Culture

Week Eight:
Leadership and Organizational Effectiveness

Part 2: Leadership in Justice Organizations

Week Nine:
Leadership in Justice Organizations: Prisons

Week Ten:
Leadership in Justice Organizations: Law Enforcement

Week Eleven:
Leadership in Justice Organizations: Courts and Probation and Parole

Week Twelve:
Leadership in Private Security Organizations

Part 3: Presentations
Week Thirteen:
Student Presentations of Research papers

Week Fourteen:
Student Presentations of Research papers

Overview

**Honor Code**

I believe very strongly in the principle of academic integrity, and I will simply not accept ANY violations of the University Honor Code in my class. The Honor Code contains provisions on cheating, lying, plagiarizing, and stealing. If I witness any violations of the Honor Code, I will follow the standard reporting procedures as outlined in the most recent edition of the George Mason University Catalog.

I am operating on the assumption that you have read the Honor Code. If you have not, please do so immediately.

**Catalog Description**

**JLCP 742/GOVT 795 Leadership in Justice and Security Organizations (3:3:0).** Prerequisite JLCP 740/PUAD 790 or instructor’s permission. Examines leadership theories and explores fundamental questions about leadership in justice and security organizations today.