

Week 2 Interactive Assignment

MEMORANDUM

To: Catherine Pugh, Mayor of Baltimore

From:

Date: May 4th 2017

Re: Improving Morale and Motivation in Baltimore City Police Department

It has come to the attention of the Public that some of the Police officers have disguised themselves and uploaded posts on YouTube that the morale and motivation within the law enforcement sector has become so low that officers choose not to respond to distress calls in a timely manner. Crime rates have shot up due to the lack of preventative measures being taken by officers in charge and on the ground, lack of community policing and daily operational requirements are not being met. This is totally unacceptable as it reflects badly the behavioral character of those who are meant to uphold the law and make Baltimore a secure place for the residents. Humanity should come first in all the decisions and actions of the law enforcers. With the help of professional Organizations such as the American Correctional Association, the Correctional Accreditation Managers Association, the International Association of Chiefs of Police and International Law Enforcement Educators and Training Association amongst others the root cause of the Police behaviors can be determined and rectified. The police foundation can also assist the police to be more efficient and the International Union of Police Associations can help them open up and air their grievances.

However as the Mayor you should begin to lead by example. The behavioral theory of leadership shows that your character traits and behavioral leadership skills are emulated by the officers. Officer's behavior and character directly reflects your leadership skills. With an open door policy you may not even require the help of the professional organizations to solve the problem. Lead, serve and guide them when they are wrong. They should not work efficiently because they fear your wrath or punishment but because they feel the urge to work adequately and efficiently to keep Baltimore residents safe.

The law enforcement team should respect and trust each other the way the people of Baltimore respect and trust them according to the oath they took to serve. Each officer should feel that their knowledge and skills are well utilized, the facilities offered are adequate for them to work effectively and that credit is given where it is due and extra effort, commitment and performance is rewarded. After that the morale and discipline in the team should change. Any major changes and decisions within the department should involve everyone so that they feel they are part of the solution. The feeling of acceptance, self-worth and pride in their achievements will boost their morale and motivate them.

Week 2 Assignment

Annotated Bibliography on Management and Leadership

[REDACTED]
[REDACTED] Organizational Behavior in Law Enforcement
[REDACTED]
[REDACTED]
[REDACTED] May 11, 2017

Armstrong, M. (2012). Armstrong's handbook of management and leadership: Developing effective people skills for better leadership and management. London u.a.: Kogan Page.

According to Armstrong, the fundamental distinction amongst leaders and managers is that leaders have individuals tail them while managers have individuals who work for them. An effective entrepreneur should be both a solid leader and manager to get their group on board to tail them towards their vision of progress. Initiative is about motivating individuals to comprehend and have confidence in your vision and to work with you to accomplish your objectives while overseeing is more about controlling and ensuring the everyday things are going on as they ought to. With the goal for you to connect with your staff in giving the best support of your visitors, customers or accomplices, you should select them in your vision and adjust their recognitions and ¹practices.

Bush, T. (2007). Editorial: Theory and Research in Educational Leadership and Management. Educational Management Administration & Leadership, 35(1), 5-8. <http://dx.doi.org/10.1177/1741143207071381>

According to Bush (2007), obligation regarding a group of individuals and its prosperity - also each colleague's prosperity and expert advancement - is a major task to go up against. Management has next to no to do with controlling, planning et cetera. It has little cover with relegating work and assessing it. The conventional perspective of management expects that a chief's employment is to run a mechanical assembly - maybe a corporate Credit Department or a group of developers. There are clear information

1. practices.

How is this relevant for your project? [Caryn Campanelli]

sources and yields and expected outcomes from the motor every chief is in charge of. The supervisor's employment is to keep the machine running ¹easily.

Egan, G. (200). Adding value: A systematic guide to business-driven management and leadership. San Francisco: Jossey-Bass.

As indicated by Egan, you have to get employees prepared for where you are taking them while ensuring they recognize what's in it for them. With littler associations, the test lies in ensuring you are both driving your group and also dealing with your everyday operation. The individuals who can do both, will make an upper hand. Successful management requires an extensive variety of abilities, and each of these aptitudes supplements the others. Your objective ought to be to create and keep up these aptitudes, with the goal that you can help your group achieve its targets productively and viably. New bosses and grizzled management veterans were instructed how to dole out function to subordinates, how to assess their colleagues' work, how to direction individuals on execution issues and how to contract and fire staff individuals.

Lawler, J., & Bilson, A. (2010). Social work management and leadership: Managing complexity with creativity. London: Routledge.

Based on the views of Lawler & Bilson (2010), the fundamental distinction amongst pioneers and managers is that pioneers have ³individuals tail them while ⁴chiefs have individuals who work for them. An effective entrepreneur should be both a solid pioneer and director to get their group on board to tail them towards their vision of progress. Initiative is about motivating individuals to comprehend and have confidence in

1. easily.
Relevance? [Caryn Campanelli]

2. (200).
Year? [Caryn Campanelli]

3. individuals tail
Proofread. [Caryn Campanelli]

4. chiefs
Chiefs or managers? Your example is a bit confusing. [Caryn Campanelli]

your vision and to work with you to accomplish your objectives while overseeing is more about controlling and ensuring the everyday things are going on as they ought to. All that we were educated about management expected that the manager would realize what to do and was making major decisions.

Library Leadership and Management Association. (2009). Library leadership & management. Chicago, IL: American Library Association.

As illustrated by the Library Leadership and Management Association the main goal for a leader or manager is connect with your staff in giving the best support of your visitors, customers or accomplices, you should select them in your vision and adjust their recognitions and practices. You have to get them amped up for where you are taking them while ensuring they recognize what's in it for them. With littler associations, the test lies in ensuring you are both driving your group and also dealing with your everyday operation. The individuals who can do both, will make an upper hand. Successful management requires an extensive variety of abilities, and each of these aptitudes supplements the others. Your objective ought to be to create and keep up these aptitudes, with the goal that you can help your group achieve its targets productively and viably.

Mertkan, S. (2014). In search of leadership: what happened to management?. Educational Management Administration & Leadership, 42(2), 226-242.
<http://dx.doi.org/10.1177/1741143213499252>

In that perspective, the general population on the director's group is basically machine parts. They are exchangeable. When they are employed into a part, their

occupation is to play out that part as per objectives and norms that went before them and that will outlive their residency in the occupation. The assumption is that the machine is more imperative and more effective than any individual who runs it. To flourish in today's difficult commercial center, organizations require mindful chiefs and uplifting pioneers, individuals who can persuade representatives and meet the regularly changing desires of clients. Management and initiative aptitudes are fundamental for an effective vocation and advancement in any industry. Our Management and Leadership program is intended to build up these expert abilities through courses in authority, group building, impact, relational correspondence, and authoritative investigation.

Scott, O. (2016). Management and Leadership. S.l.: Lulu com.¹

According to Scott (2016), esteem comes progressively from the information of individuals, and where laborers are no longer undifferentiated gear-teeth in a modern machine, management and authority are not effectively isolated. Individuals look to their managers, not simply to appoint them an undertaking, but rather to characterize for them a reason. What's more, chiefs must sort out laborers, not simply to expand effectiveness, but rather to support abilities, create ability and move comes about.

What Is Leadership?. (2017). Mindtools.com. Retrieved 8 May 2017, from²
https://www.mindtools.com/pages/article/newLDR_41.htm

While specialized abilities can be basic in getting a passage level employment, the management and authority major is intended to bolster your one of a kind expert objective and is just offered as a moment major. There are basic contrasts amongst

1. Lulu
Not a credible source.
[Caryn Campanelli]

2.
https://www.mindtools.com/pages/article/newLDR_41.htm
m
Not a credible source.
[Caryn Campanelli]

initiative and management that apply to any group or association, yet the concentration of this article is to investigate the qualities of each as they apply to driving hierarchical change. As a rule, management is an arrangement of frameworks and procedures intended for sorting out, planning, staffing, and critical thinking to accomplish the coveted aftereffects of an association. Authority characterizes the vision, mission, and what the "win" looks like later on. It motivates the group to typify the convictions and practices important to take the activities expected to accomplish those outcomes.

Woodsworth, A. (2014). Management and leadership innovations. Bingley: Emerald.

In any case, managers are in charge of ensuring that things are done legitimately. And keeping in mind that a leader may bring us vision, motivation and test, these things mean nothing without the proficient usage realized by great management. Woodsworth (2014) states that effective management implies seeing how groups work. It merits recalling that groups more often than not take after a specific example of advancement: shaping, norming, raging, and performing personal learning plan. It's imperative to empower and bolster individuals through this procedure, with the goal that you can help your group turn out to be completely compelling as fast as could reasonably be expected.

References


- Armstrong, M. (2012). *Armstrong's handbook of management and leadership: Developing effective people skills for better leadership and management*. London [u.a.: Kogan Page.
- Bush, T. (2007). Editorial: Theory and Research in Educational Leadership and Management. *Educational Management Administration & Leadership*, 35(1), 5-8.
<http://dx.doi.org/10.1177/1741143207071381>
- Egan, G. (2000). *Adding value: A systematic guide to business-driven management and leadership*. San Francisco: Jossey-Bass.
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- Mertkan, S. (2014). In search of leadership: what happened to management?. *Educational Management Administration & Leadership*, 42(2), 226-242.
<http://dx.doi.org/10.1177/1741143213499252>
- Scott, O. (2016). *Management and Leadership*. S.l.: Lulu com.
- What Is Leadership?. (2017). Mindtools.com. Retrieved 8 May 2017, from https://www.mindtools.com/pages/article/newLDR_41.htm
- Woodsworth, A. (2014). *Management and leadership innovations*. Bingley: Emerald.

Week 2 Feedback


Esther Previlon

[◀ Back to Dropbox](#)**Assignment: - Week 2 - Assignment**

Course: CRJ620 CRJ620: Organizational Behavior in Law Enforcement & Corrections (SCT1717A)

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 this is a good start however, I'm unclear in which scenario you have chosen and how these sources will help you specifically with your project regarding that scenario.

(1.76 / 2.00) Creates a Complete APA Formatted Citation for at Least Nine Sources

Proficient - Creates a complete and mostly accurate APA-formatted citation for at least eight sources. Minor details are missing.

(2.56 / 4.00) Creates an Annotation that Summarizes the Information Provided in the Full Article

Below Expectations - Attempts to create an annotation that summarizes the information provided in the full article; however, significant details are missing.

(0.88 / 1.00) Written Communication: Control of Syntax and Mechanics

Proficient - Displays comprehension and organization of syntax and mechanics, such as spelling and grammar. Written work contains only a few minor errors and is mostly easy to understand.

(0.88 / 1.00) Written Communication: APA Formatting

Proficient - Exhibits APA formatting throughout the paper. However, layout contains a few minor errors.

(0.88 / 1.00) Written Communication: Page Requirement

Proficient - The length of the paper is nearly equivalent to the required number of correctly formatted pages.

(0.88 / 1.00) Written Communication: Resource Requirement

Proficient - Uses the required number of scholarly sources to support ideas. All sources on the reference page are used and cited correctly within the body of the assignment.

Overall Score: 7.84 / 10.00

Overall Grade: 7.84

Week 3 Assignment

Management and Leadership

1

Running Head: Management and Leadership: Los Angeles Police Department (LAPD)
Case

Management and Leadership: Los Angeles Police Department (LAPD) Case

Leadership versus management, albeit generally simple to recognize the two, is mind boggling on the grounds that many individuals are both. The manager has the role of controlling frameworks, asset and gauges. Management ordinarily concentrates on work and assignments. Leadership concentrates on accomplishing pleasant glossy objectives, keeping the group roused and engaged to accomplish as much as they can. The contrast amongst managers and leaders lies in the originations they hold somewhere in their minds (Lussier & Achua, 2016).

Managers prepare by looking for soundness and control, and intuitively attempt to determine issues rapidly now and then before they completely comprehend on issue's importance. Leaders, interestingly, endure disorder and absence of structure and will defer conclusion with a specific end goal to comprehend the issues all the more completely. Leaders set objectives and bearing, testing the standard, and looking for better approaches for working towards objectives (Lussier & Achua, 2016). Managers then again keep up the present state of affairs. They practice on conformance to the standard. They deal with their groups and people. Furthermore, they compose, direct and control to accomplish objectives.

The LAPD mission statement is: "It is the mission of the Los Angeles Police Department to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence." ("The Mission Statement of the LAPD - Los Angeles Police Department", 2017). The LAPD has focused on serving the group while ensuring the

privileges of the citizens of the community. Reliable with their dedication of the community the department's Vision, Mission and Core Values has been working together with the Law Enforcement Code of Ethics and the Department's Management Principles, mirror the controlling reasoning of the LAPD ("The Mission Statement of the LAPD - Los Angeles Police Department", 2017).

LAPD's Business Crimes Division will exhibit its initiative capacity through thoroughly improving their investigations and innovative methods by people who forces and have created ability and specialization in recognizing, researching, upholding and arrainging violations of money related misfortune (Worth, 2011). LAPD can best serve its groups through cooperative endeavors and assets and build up its workers to the best of their capability to present with the highest demonstrable skill, trustworthiness, devotion and responsibility.

The Core Values of the LAPD are proposed to direct and move us on the things that we do on a daily basis. Ensuring that our qualities turn out to be a piece of our everyday work life is our command, and they help to guarantee that our own and expert conduct can be a model for all to take after. LAPD is devoted to upgrading open wellbeing and decreasing the dread and the rate of wrongdoing. Individuals in our groups are our most essential clients. LAPD's maxim "To Protect and to Serve" is not only a trademark - it is a lifestyle. LAPD will work in organization with the general population in its groups and put forth a valiant effort, inside the law, to take care of group issues that influence open security. LAPD values the colossal assorted qualities of individuals in both its private and business groups and serve all with equivalent commitment (Worth, 2011).

The LAPD should be a leader implementation. LAPD likewise trusts that every individual should be a leader in his and or her region of duty. The LAPD should each work to guarantee that its collaborators, its expert associates, and its groups have the most noteworthy regard for the Los Angeles Police Department. However, the essential mission for which the officers exist is to avert wrongdoing and confusion as another option to suppression by military and seriousness of legitimate discipline. At the point when the police neglect to avoid wrongdoing, it winds up plainly critical to secure the individual in charge of the wrongdoing and assemble all confirmation that may be utilized as a part of a resulting trial (Worth, 2011).

According to Richard Worth, the release of authorization of criminal statutes the officer should carefully maintain a strategic distance from any direct which would make him and or her violates the law. The arrangements of wrongdoing or the capture of a crook can't never legitimize the officers conferring a lawful offense as a convenient for the authorization of the law (Worth, 2011). The police officers at all circumstances ought to keep up an association with people in general that offers reality to the noteworthy custom that the officers are the general population. The officers are the main individuals from the general population who are paid to give full-time regard for obligations which are occupant on each subject in light of a legitimate concern for group welfare.

References

Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, application & skill development.

The Mission Statement of the LAPD - Los Angeles Police Department. (2017).

Lapdonline.org. Retrieved 19 May 2017, from

http://www.lapdonline.org/inside_the_lapd/content_basic_view/844

Worth, R. (2011). Los Angeles Police Department. New York: Chelsea House Publishers.

CRJ 620: Week 3 Interactive Assignment



Recommendations Made By the Authors

- Modern leadership approaches, such as transformational leadership, are effective in the Public Sector than in the Private Sector
- Public Organizations are taught to rely primarily on bureaucratic control mechanisms (Bartha-Farkas & Vera, 2014).
- These mechanisms reduce the importance of public leaders' relationship

Recommendations Made By the Authors

- Public Organizations are not always highly bureaucratic
- Effective leadership in Public Organizations is dependent on the context which it arises.
- Understanding how leaders sets competencies are influenced by a changeable variable such as power may therefore lead to a more differentiated view on desirable leadership styles in the Public Sector.

Theoretical Concepts of Management and Leadership

- Trait Theories that consider Ambition and Energy personality
- Nudge Theory includes:
 - ❑ Understanding how people think, make decisions, and behave
 - ❑ Helping people improve their thinking and decision making process
 - ❑ Managing changes of all sorts
 - ❑ Identifying and modifying existing unhelpful influences and people

Theoretical Concepts of Management and Leadership

- Bass' Theory of Leadership:
 - Some personality traits may lead people naturally into leadership roles. This is known as the Trait Theory
 - A crisis or important event may cause a person to rise to occasion, which brings out extraordinary leadership qualities in an ordinary person. This is known as the Great Events Theory
 - People can choose to become leaders and also learn leadership skills. This known as the Transformational or Process Leadership Theory

Theoretical Concepts of Management and Leadership

- Employee Control Leaders control Autocratic Laissez-Faire
- Transactional and Transformational:
 - Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements
- Transformational Leaders:
 - Leaders who provide individualized consideration and intellectual stimulation and who possess charisma
- Characteristics of Transactional Leaders Contingent Reward:
 - Contracts exchange of rewards for effort, promises rewards for good performance, and recognizes accomplishments

Theoretical Concepts of Management and Leaderships

- Management by Exception:
 - Watches and searches for deviations from rules and standards and takes corrective action
- Characteristics of Transformational Leaders Idealized Influence:
 - Provides vision and sense of mission, instills pride, gains respect, and trust
- Inspiration:
 - Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways
- Intellectual Stimulation:
 - Promotes intelligence, rationality, and careful problem solving
- Individualized Consideration:
 - Gives personal attention, treats each employee individually and coaches

Critical Principles of Organizational Behavior

- **Planning:** Planning is the function of management that involves setting objectives and determine a course of action for achieving those objectives
- **Strategic Planning:** Involves analyzing completeive opportunities and threats, as well as the strengths and weakness of the organization
- **Tactical Planning:** is intermediate-range planning that is designed to develop relatively concrete and specific means to implement the strategic plan (Bartha-Farkas & Vera, 2014).
- **Operational Planning:** Generally assumes the existence of organization-wide or subunit goals and objectives and specifies ways to achieve them

Critical Principles of Organizational Behavior

- **Organizing:** Organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives
- **Leading:** Leading involves the social and informal sources of influence that you use to inspire action taken by others
- **Controlling:** Controlling involves ensuring that performance does not deviate from standards

Author's Recommendations

- The author equates sustainability with maintainability, with the capacity to keep things going
- Sustainable leadership is first and foremost about leadership for learning in the deepest sense
- Sustainable leadership spreads beyond individuals in chains of influence that connect the actions of leaders to the ones who went before (Bartha-Farkas & Vera, 2014).
- Leadership succession challenges individual leadership, creates an environment where other people have the power, initiative, motivation, and capacity to initiate acts of leadership themselves

References

- ▶ Bartha-Farkas, F., & Vera, A. (November 10, 2014). Power and transformational leadership in public organizations. *International Journal of Leadership in Public Services*, 10, 4, 217-232.

Week 4
Interactive
Assignment

MEMO

Date: May 18, 2017

To: LAPD Officers

From: Field Training Officer

Subject: Improving Community Relations

It has been brought to my attention that there are police and citizen conflicts represent a noteworthy segment of the question to which LAPD reacts. The organization gives an extensive variety of pacification and specialized help to help avert or resolve differences over claimed police utilization of unreasonable constrain and other policing issues. Communication is very essential when it comes to dealing with such cases. The Los Angeles Police Department LAPD completes a large portion of its exercises casually, however will lead formal transactions if the debating parties trust that approach offers the best open door for achieving a commonly attractive settlement of their disparities (Nation, 2011).

The LAPD trusts that a stride forward in policing practices is relationship-based policing. Relationship-construct policing plans to expand upon the positive stride forward of group based policing in three particular regions which are as follows:

1. Building connections as opposed to simple organizations,
2. Working in a joint effort with the group
3. Making an air of trust between the police and the different groups they serve.

Relationship based policing is a transformative policing model wherein the police make a promise to enhance the general prosperity of their groups. This dedication is accomplished via preparing officers to create associations with individual individuals in the group, notwithstanding keeping up associations with the social, business, and other administrative foundations (Resnick, 2016).

Generally worked at the nearby level, these projects arrange with different organizations, for example, neighborhood law authorization, shield suppliers, destitute backers, group specialist co-ops and the legitimate group to help vagrants

discover the assets and supplies they have to live step by step, with the inevitable objective of getting them off of the boulevards (Roberg, 2014).

Associations have a systems administration relationship when they trade data keeping in mind the end goal to help every association make a superior showing with regards to. For an example, if a school and a group advising focus share data about their guiding administrations for youth, that is a type of systems administration (Nation, 2011). On the other hand, if various grassroots group associations in a residential area share their yearly date-books of open occasions, that will help those associations anticipate and hinder any planning clashes. Organizing requires minimal measure of duty and time from associations and can in itself have huge positive outcomes.

Police departments have a planning relationship when they adjust their exercises so that together, they give better administrations to their constituents. If a school and group guiding focus adjust their administrations so there are more advocates accessible to youth amid the hour's administrations are required, that is coordination. Another case of coordination is if associations not just shared their date-books of real open occasions, additionally changed the dates of a few occasions, so there would not be significant clashes. In both cases, coordination fills in the crevices and furthermore forestalls benefit duplication.

References

Nation, D. D. (2011). *Citizens' Preferences about Police Work: An Argument for Racial Variations*. El Paso: LFB Scholarly Pub. LLC.

Resnick, E. (2016). *Developing citizen designers*. New York, NY : Bloomsbury Academic, an imprint of Bloomsbury Publishing Plc

Roberg, R. R. (2014). *Police & society*. New York : Oxford University Press

Week 5 Interactive Assignment



May, 25, 2017

Chief

Telephone: 999.999.9999

Email: Chief@lapd.gov

APOLOGY TO THE LOS ANGELES COMMUNITIES FOR HISTORICAL MISTREATMENT OF MINORITIES

I would like to take a moment to address an ongoing issue that has been brought to my attention inside the Los Angeles Police Department. Obviously, this is a testing time for policing it is our part as leaders to evaluate the circumstances and make the important strides to move forward.

In the course of recent years have made many question the activities of our police officers and have deplorably undermined the trust that the general population should and ought to have in their departments. The historical backdrop of the law implementation calling is loaded with cases of dauntlessness, selflessness, and administration to the community. In the meantime, it is additionally certain that the historical backdrop of policing has likewise had darker periods.

It is my expectation that, by cooperating, we can break this memorable cycle of doubt and construct a superior and more secure future for every one of us. I can't help suspecting this is an exceptionally critical affirmation and an extremely huge affirmation of what a lot of Americans has known for quite a

while about the authentic connection amongst police and the public. What's more, I believe it's a fundamental initial step to them attempting to change these relations.

Communities and law enforcement agencies need to start a recuperating procedure and this is an extension to start that discourse. If we are overcome enough to by and large convey this message, we will construct a superior and more secure future for our communities and our law enforcement officers. An excessive number of lives have been lost as of now, and this must end. It is my expectation that many other law enforcement officers will convey this same message to their local communities, especially those parts of their communities that need trust and feel disappointed.

Words and statements of regret do not fully address the present issues confronting law requirement and the groups that we serve. Looking for workable answers for issues that influence all of us so specifically is a considerably more commendable attempt, one which will do significantly more to encourage goodwill and comprehension between law enforcement and the community on the loose. Proactive strides that address the genuine concerns urban rot, jobs, education, housing, and so forth would profit all Americans and we anticipate a discourse of activity not simply words at this important time in our history.

We should defy the inclinations that are inevitable parts of the human condition. We should talk reality about our weaknesses as law requirement, and battle to be better. Be that as it may, as a State, we should likewise talk reality to ourselves. Law requirement is not the underlying driver of issues in our hardest hit neighborhoods. Police officers are people of tremendous courage and honesty, taking a chance with their lives, to shield people from malicious people. We essentially should address each other sincerely about all these hard truths.

I request police officers in Los Angeles and the United States to back these words up with activity and enactment to shield communities of black and white people from the invasion of police unfortunate behavior that has bothered the nation.

About Los Angeles Police Department (LAPD)

The LAPD is always committed to serving the community as illustrated by actions through the years.