

## Management in Criminal Justice (B001639)

Due to Covid 19, the education and evaluation methods may vary from the information displayed in the schedules and course details. Any changes will be communicated on Ufora.

Course size (nominal values; actual values may depend on programme)  
Credits 6.0 Study time 180 h Contact hrs 45.0 h

### Course offerings and teaching methods in academic year 2020-2021

A (semester 2)	English	Gent	lecture	30.0 h
			seminar	0.0 h
			guided self-study	0.0 h

### Lecturers in academic year 2020-2021

Janssens, Jelle RE23 lecturer-in-charge

### Offered in the following programmes in 2020-2021

	crdts	offering
<a href="#">Bachelor of Science in Criminological Sciences</a>	6	A
<a href="#">Master of Laws in Laws</a>	6	A
<a href="#">Exchange Programme in Law</a>	6	A

### Teaching languages

English

### Keywords

New Public Management, scientific management models, criminal justice management, strategic management, strategic planning, governance, human resources management, project management, criminal justice finances, leadership, change management, quality management, work motivation, internal and external communication.

### Position of the course

Criminal justice management is a general course. The aim of this course is to provide a general insight into management as a scientific discipline, and the adoption of management ideas and techniques within the criminal justice system in particular. The students also become acquainted with the different management methods and techniques that are being used today in the different phases of the criminal justice system. Finally, students are being introduced in network-oriented models related to security governance.

### Contents

The course is built on:

- 1 Organisations and organisational structures within the criminal justice sector
- 2 Scientific management
- 3 Strategic management
- 4 Strategic planning
- 5 Change and quality management
- 6 Internal and external communication
- 7 Project management
- 8 Human resources management and motivation
- 9 Leadership
- 10 Criminal Justice finances
- 11 Governance of security

### Initial competences

There are no specific requirements with regard to pre-existing knowledge on management and public policy.

### Final competences

- 1 Having knowledge of the way management methods and techniques are (being) adopted in police and criminal justice policy.

- 2 Having knowledge of criminal justice financing
- 3 Making a critical analysis of the methods and techniques that are currently being used in management (understanding the limits and the possibilities of these practices)
- 4 Developing a scientific and critical attitude towards sources and publications about management
- 5 Having knowledge of (contemporary) management issues and analyse and tackle them from different management perspectives.
- 6 Being able to apply management techniques to a project.
- 7 Open to and participate in academic or professional discussions concerning management in the field of criminal justice.
- 8 Reflect critically on contemporary policies within the field of criminal justice.
- 9 Students are aware of their social responsibility in public management visions.
- 10 A professional attitude that demonstrates a constructive and generalist judgement, critical detachment, and independent reflexion and thought.
- 11 The ability to take into account aspects of sustainability when applying management methods and techniques.

#### Conditions for credit contract

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

#### Conditions for exam contract

This course unit cannot be taken via an exam contract

#### Teaching methods

Group work, lecture, microteaching

#### Extra information on the teaching methods

- **Lectures** (30h): regular lectures + guest speakers
- **Seminar** (3h): supervised by the lecturer and assistant, the students apply different elements of strategic planning through the development of a project. Students are first introduced to projectmanagement and based on this and earlier acquired knowledge, they start developing the project. Projectmanagement can be applied to the bachelor's or master's dissertation or to a project of his or her own choice. At the end of the seminar, the lecturer will collect lessons learned by demonstrating a number of model projects of master's and bachelor's dissertations. Attention will be paid to milestones, processes, stake holders, internal and external communication and quality management.

#### Learning materials and price

E-Reader on Minerva - free  
Slides, downloadable from Minerva

#### References

DEPRE, R., PLESSERS, J., HONDEGHEM, A., Managementhervormingen in Justitie. Van internationale ontwikkeling tot dagelijkse praktijk, die Keure, Brugge, 2005, 425p.

HONDEGHEM, A., DEPRE, R., De Copernicushervorming in de federale overheid. Veranderingsmanagement in de federale overheid, Vanden Broele, Brugge, 2005, 447p.

BOUCKAERT, G., AUWERS, T. Prestaties meten in de overheid. Die Keure, Brugge, 1999, 205p.

Bryson. 2018. Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 5th Edition. Wiley: New York.

#### Course content-related study coaching

In order to process and incorporate the subject material and to achieve the final attainment levels, (optional) individual support by the lecturer(s) and/or an assistant is provided through e-mail or personal contact (on appointment). Students are moreover encouraged to actively use the forum on Minerva and learn from each other (peer tutoring). The forum is closely monitored by the lecturer(s) and/or an assistant.

#### Evaluation methods

end-of-term evaluation and continuous assessment

#### Examination methods in case of periodic evaluation during the first examination period

Oral examination, assignment

#### Examination methods in case of periodic evaluation during the second examination period

Oral examination, assignment

Examination methods in case of permanent evaluation

Oral examination

Possibilities of retake in case of permanent evaluation

examination during the second examination period is possible

Extra information on the examination methods

- **The non-periodical (permanent) evaluation** is based on two group assignments: (1) addressing a case study that is related to a management issue within the field of criminal justice (or the actors). The students present the results through a PowerPoint presentation logically and well-founded during 15 minutes. The other group assignment concerns a critical analysis of the case study that has been elaborated by another group (review). This analysis is based on the presentation and the notes the other group has developed on the case study. After the other group has presented the case study, the review group will critically reflect upon the results of the case study group during 15 minutes with a PowerPoint presentation. Both the case study and the review are being evaluated and will count for 12/20 points (60% of total). Evaluation will consider the sources (4/20), the application of management models and methods (4/20) and critical reflection (4/20). These criteria are used for the evaluation of both the case study and the review. The final grade on 12 is the average of both scores.
- **The periodical evaluation** consists of an evaluation review (oral examination) of the case study and the review and additional questions will be asked concerning the group assignments. The evaluation review counts for 8/20 points (40% of total). Evaluation will consider the student's understanding and analysis of management techniques, models and methods (4/20) and his/her critical reflection and independent reasoning (4/20).
- **Second chance:** oral presentation (of an individual assignment), and oral examination (evaluation review).

Calculation of the examination mark

**1. Group assignment (Case Study + Review)** Accounts for 60% of the marks (12/20) Criteria:

- Sources: 4/20
- Application of management models and methods: 4/20
- Critical reflection 4/20

Total = 12/20

**2. Oral examination (evaluation review)** Accounts for 40% of the marks (8/20) Criteria:

- Understanding and analysis of management techniques, models and methods: 4/20
- Critical reflection and independent reasoning: 4/20

Total = 8/20

STUDENTS ARE OBLIGED TO PARTICIPATE TO ALL EVALUATIONS (both periodical and non-periodical evaluations). IF NOT, THE STUDENT WILL FAIL THIS COURSE. Students who do not participate in all evaluations achieve maximum 7/20 for this course.