

AJ 204
Justice Organizations and Change

Course Objectives

To increase understanding of the theory and practice of organizational behavioral as applied to justice system agencies. Primary emphasis will be on an analysis of the behavior of people in organizations and on organizational responses, including: organizational theory, motivation, leadership, group influences and informal organization, organization and job design, and especially, organizational change and innovation.

Texts

Roberg, R. R., J. Kuykendall, and K. Novak (2002). *Police Management*, 3rd ed. Los Angeles, CA.: Roxbury.

Morash, M. and Ford, J.K. eds., (2002). *The Move to Community Policing: Making Change Happen*. Thousand Oaks, CA., Sage.

Skogan, W. G. and Hartnett, S. M. (1997). *Community Policing, Chicago Style*. New York, Oxford.

Course Requirements

1. Read the assigned materials and come to class prepared to discuss and critique the materials.
2. Prepare a Most Important Topics (MITs) description for each assigned chapter and be ready to present to the class.
3. Prepare a research paper on a contemporary justice organization behavioral issue, especially with respect to innovation and change.
4. Formally present the paper in class.

Course Evaluation

Research Paper	40%
Presentation	10%
Participation	30%
MITs	20%

Class Participation

The class will be conducted in a seminar style; therefore, it is ***required*** that you participate in class discussions. It is important that assigned chapters be read comprehensively prior to each class meeting. To help in participation, you will describe two or three most important topics (MITs) for each assigned chapter (see below); however, it is also important that you be able to discuss chapter contents beyond what you have written in the MITs.

The seminar is organized around the MITs, and students will be CHOSEN weekly to discuss their topics and related issues.

Participation levels will be assessed on a weekly basis and a final participation score/grade will be determined at the end of the class.

Most Important Topics

MITs will be prepared for *each* chapter assigned per class session. You will bring to class a description of what you feel to be the *two* (minimum) or *three* (maximum) most important topics in each chapter and explain *why*. For instance, you may believe that a topic is a crucial problem, insightful to solve a problem, or perhaps, even “off-target.” In other words, you need to explain or defend precisely why you feel these are the most important topics in the chapter or reading.

Each MIT will be one paragraph in length, typed, and double spaced. Each class sessions MITs will be stapled together, and ready to be handed in at the end of the class. MITs will be collected randomly (i.e. not all MITs will be collected). It is important to note that you must be *in attendance* in order to hand them in (a medical exception with documentation may be made).

Organization Behavior Policy Paper

A policy paper on a contemporary justice organization behavioral issue, relating to innovation and change with respect to managerial and supervisory practices is required (the topic may not have been a previous paper). The paper will summarize the existing literature on the topic, and will analyze the topic from a “what works” policy perspective (i.e., are current policies and procedures adequate; are new policies or methods required?). Once a topic has been chosen it cannot be changed without instructor approval.

The *purpose* of the paper is to establish relationships between and among important organizational variables and to draw policy implications and conclusions from the empirical research findings.

Topic examples include organization change and innovation regarding: organization design, job design, group behavior and influences, informal organization, motivation, job satisfaction, selection and diversity, human resource development, leadership and supervision, planning, resource utilization, career growth and promotion, specialization, control and accountability, civil liability, harassment, stress, safety, theory, and unions.

Paper Requirements

Length

The paper must be a minimum of 15 pages and no more than 18 pages in length, not including end matter (references). A typical page is 250 words in length; therefore, the paper must be *no less than 3,750 words* nor more than 4,500 words. *Required* font type is *Times New Roman* with a 12 font size.

Citation Style

The American Psychological Association (APA) reference style is required.

Sources

A minimum of ten (10) sources is required; five (5) of which *must be empirical or theoretical* in nature and published within the last seven years. This means that at least five (5) of the sources must be from research journals. Please note that it is possible, and perhaps likely, that some sources “outside” of the justice field (e.g., Management, Public Administration, Sociology, Political Science, or Psychology) may be necessary to adequately cover the topic.

References

All sources cite in the paper must be properly noted in a References Section at the end of the paper; that is, make sure all sources used are properly cited.

Writing Style and Organization

The paper must be written in formal English, using the correct tense and proper punctuation and spelling. The paper must be organized according to the Paper Format outlined below; grade points will be deducted if the requirements are not followed.

Common Errors

Pay careful attention to the following common errors: 1. APA format not followed; 2. cites in paper do not match those in the References Section; 3. inadequate description of empirical studies; 4. weak policy implications; and 5. policy implications that do not match the research findings reviewed.

Paper Presentation

A **formal presentation**, (from the podium) with a **minimum** of 20 and **maximum** of 25 minutes is required and will count 10% of the final grade. The presentation must be from note cards only; that is, you may not use your outline or your paper. However, handouts explaining results (i.e., charts, graphs, etc.) and overheads may be used; power points may not. A brief outline (1-2 pages) and reference page(s) of sources used will be distributed to the class prior to your presentation.

Questions regarding the paper (e.g., study designs, findings, policies, etc.) will follow the presentation and **will count** toward the participation grade.

Due Dates

Final papers are due on the second to last class meeting (see schedule). Papers can only be late if there is an excusable, and documented, reason; otherwise, a penalty of one grade per class day late will be assessed.

Paper Format

The paper **must be organized** according to the following breakdown:

Part I Introduction

This section includes a relatively brief introduction to the topic; may include historical aspects of the subject, relevance, concepts, definitions, and current policies.

Part II Review of Literature

This section primarily describes the research which has been conducted on the subject, and focuses on defining the major relationships (statistical) between and among important variables (e.g., the relationship between job design and motivation). In general, **each study** will be described with respect to:

- Study design (survey, quasi-experimental, experimental, observational)
- Sampling (number of subjects and how chosen)
- Variables measured
 - Independent and Dependent
 - Control (age, race, gender, seniority, education)
- Results (statistical significant relationships found between/among study variables)
- Limitations

Under this section, each study must be described separately; that is, the design and major variables, sampling method, control variables, results and limitations. You may wish to use sub-headers in this section in order to separate primary topics; this will allow studies on related topics to be organized coherently.

It should be noted that some research is more valid and reliable than other research (i.e., the better controlled studies), and these should receive the bulk of your attention, including all five of the empirical/theoretical studies. For instance, research journals such as *Criminology*, *Justice Research and Policy*, *American Journal of Police*, *Justice Quarterly*, *Crime & Delinquency*, *Policing: An International Journal of Police Strategies and Management*, and the *Journal of Criminal Justice*, generally contain empirical investigations, while practitioner journals such as *Police Chief*, *Federal Probation*, and the *FBI Law Enforcement Bulletin*, generally contain descriptive reporting.

Part III Conclusions and Policy Implications

Overall conclusions of the studies reviewed are made. From these conclusions, recommendations regarding new or revised policies are made. The **goal** is to assess what innovations or changes in policy **under management's control** have a **realistic** chance of being implemented; taking into account time, budget and resource constraints.

Paper Grading Standards

Penalty points will be assessed (up to one grade) if any of the above criteria are not met, except plagiarism, which will result in a failing grade. In addition, the paper will be graded on organization, thoroughness of the literature review, policy implications, grammar, presentation (e.g., spelling, typo's, neatness), and proper referencing.

204 Class Schedule

<u>Meeting</u>	<u>Date</u>	<u>Assignment/Discussion Topics</u>
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1	Aug. 30	Introduction
2	Sept. 6	RK&N: Chaps. 1, 2, 4 M&F: Chaps. 2, 3
3	Sept. 13	RK&N: Chaps. 6, 7 M&F: Chaps. 4, 5, 6 <i>Determine meeting times</i>
4	Sept. 20	RK&N: Chaps. 8, 9 M&F: Chaps. 7, 8, 11 <i>Topics Discussion</i>
5	Sept. 27	Individual topic meetings begin. <i>Required: delimited title; two empirical references</i>
6	Oct. 4	Individual topic meetings continued
7	Oct. 11	Individual topic meetings continued
8	Oct. 18	RK&N: Chaps. 10, 11 M&F: Chaps. 12, 13, 14/15
9	Oct. 25	RK&N: Chaps. 14, 15 S & H: Chaps. Preface, 1-3
10	Nov. 1	S&H: Chaps. 4-8 Summary and Conclusions (1page) <i>Presentation Order Determined</i>
11	Nov. 8	<i>Presentations Begin Outline & References Due</i>
12	Nov. 15	Presentations Continue Outline & References Due
13	Nov. 22	<i>No Class</i> Enjoy Thanksgiving
14	Nov. 29	Presentations Continue Outline & References Due
15	Dec. 6	Presentations Continue Outline & References Due <i>Final Papers Due</i>

Policy Paper Subject Searches

1). Abstracts—2nd floor

CJ Abstracts: HV6001.C67
(Current references on-line)

Social Sciences Index H1s64x

2). Most Recent Journals

This Year Only—4th floor

3). Older Journals

Previous Years—Lower Level

4). Interlibrary Loan

ILL—no direct access; must use online

www.sjsulibrary.org

5). JS Reference Librarian

Susanne Liu

6). APA Style.org

Electronic References