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

Texts


Course Requirements
1. Read the assigned materials and come to class prepared to critique (formal synopsis required) the materials in an in-depth, analytical manner.

2. Take a comprehensive in-class essay covering assigned readings and discussions.

2. Prepare a research paper on a contemporary justice organization behavioral issue, emphasizing change and innovation.

3. Formally present the paper in class.

Course Evaluation
Research Paper 40%
Presentation 10%
In Class Essay 30%
Class Participation 20%

Incompletes: Assigned only for serious, medically documented health reasons; NOT because a paper was not completed on time.

Class Participation
The class will be conducted in a seminar style; therefore, it is required that you actively participate in class discussions. In class comments indicating knowledge of the subject matter and asking probing questions is considered to be participation. In each discussion period, you will randomly be chosen to lead class discussion on specific chapters/readings.

**Reading Synopsis**
To help keep participation discussions focused, a requirement will be to bring to class a typed synopsis of what you consider to be the most critical theories, research, or issues for each chapter or reading (3-5 in number); class discussions will evolve from your synopsis topics. The length of each topic will vary depending on the level of information needed to adequately explain the topic; but they are intended to be relatively brief in nature (i.e., several sentences)--bullet points and key words will be useful. The synopsis will be an important source in studying for the in-class essay.

**Participation Grading**
Participation levels will be assessed on a weekly basis and a final participation score/grade will be determined at the end of the class based on one’s average level of participation. Assessments will be based on: 1. Knowledge of subject matter based on one’s level of participation, and 2. Follow-up comments regarding other students’ observations.

**In Class Essay**
A time limited in-class essay will be given (may be open or closed book or a combination thereof). The week prior to the essay, a study guide will be provided containing guiding questions which will relate to the tested materials.

**Organizational Policy Paper**
An empirical policy review paper of 3,250-3,500 words (13-14 pages) on a contemporary justice organizational behavior/management issue is required (see Organizational Paper Guidelines handout for full review of requirements).

**Paper Due Dates**
Final papers are due on the last class meeting (see schedule). Papers can be late only if excusable and documented due to serious illness or tragedy. One grade point per day late will otherwise be assessed.

**Paper Presentation/Outline**
A 25-30 minute formal presentation of your research paper will be presented to the class. The presentation will be based on an outline (2-3 pages--following the paper format--and a references page of sources cited), to be distributed to the class. The presentation will be based on 4 X 6 cards (the outline may only be used for support purposes). Power point(s) may not be used; however, a few pertinent charts and/or graphs may be used if they significantly contribute to the discussion. The paper itself cannot be utilized.

**Presentation Attendance and Discussion**
Attendance during the paper discussions and asking relevant questions about the subject matter and research methodology may result in added participation points; "skipping" paper discussions is greatly discouraged and may result in a reduced grade for one's overall participation score.

**Class Schedule**

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Assignment/Discussion Topics</th>
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<tr>
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<tr>
<td>Date</td>
<td>Event</td>
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<tr>
<td>Jan. 27</td>
<td>Introduction: participation requirements; research paper requirements: topics/delimiting topics, empirical relationships and research designs; titles.</td>
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<tr>
<td>Feb. 3</td>
<td>Introduction continued: research paper requirements; CJ Abstracts and ILL Collect phone #s and e-mail addresses RK&amp;N: Chaps. 1 &amp; 2 M&amp;F: Chaps. 2 &amp; 3</td>
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<tr>
<td>Feb. 10</td>
<td>RK&amp;N: Chaps. 4 &amp; 6 M&amp;F: Chaps. 6, 7 &amp; 8 Determine meeting times</td>
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<tr>
<td>Feb. 16</td>
<td>RK&amp;N: Chaps. 7 &amp; 8 Research Paper/ Topics Q &amp; A</td>
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<tr>
<td>Feb. 23</td>
<td>Individual topic meetings begin. Required: delimited title; two empirical references</td>
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<tr>
<td>Mar. 2</td>
<td>Individual topic meetings</td>
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<tr>
<td>Mar. 9</td>
<td>Individual topic meetings</td>
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<tr>
<td>Mar. 16</td>
<td>R &amp; N: Chaps. 10 &amp; 13 S &amp; H: Chaps. 2-8 (all) S: Reinventing CAPS</td>
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<tr>
<td>Mar. 23</td>
<td>R &amp; N: Chaps. 14 &amp; 15 Organizational Behavior Policy Paper Example</td>
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<tr>
<td>Mar. 30</td>
<td>Spring Break</td>
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<tr>
<td>Apr. 6</td>
<td>M&amp;G: Chaps. 12-13 W: Chaps. 1-9 (all); Appendix B Essay Study Guide Distributed</td>
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<tr>
<td>Apr. 13</td>
<td>In Class Essay</td>
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<td>Apr. 20</td>
<td>Paper/Outline Requirements Discussion Essay Returned</td>
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<tr>
<td>Apr. 27</td>
<td>Paper/Outline Discussions</td>
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<tr>
<td>May 4</td>
<td>Paper/Outline Discussions</td>
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<tr>
<td>May 11</td>
<td>Paper/Outline Discussions</td>
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**204 Organizational Policy Paper Guidelines**

**Paper Requirements**
A policy paper on a contemporary justice organizational behavior/management issue, relating to innovation and change, is required. The topic may not have been used previously. The paper will summarize the existing literature on the topic, and will analyze the topic from a “what works” policy perspective; that is, are current policies effective or in need of change? Once a topic is selected in congruence with the instructor, it cannot be changed without permission.

The purpose of the paper is to review research journals for empirical articles which establish relationships between and among key variables (i.e. independent and dependent) and to draw conclusions and policy implications based on these empirical relationships.

Topic
The paper must relate to one of the following topics on the measurement of justice-related organizational and managerial variables: organization design; job design; group behavior and influences; informal organization; motivation; job satisfaction; leadership and supervision; career growth and training; performance evaluation; specialization; conflict; control and accountability; liability and harassment; centralization; decentralization; organizational commitment; organizational effectiveness, organization change and innovation, and measurement toward improvement.

The topic must be approved by the instructor during the individual topic meeting through a typed paper proposal including a delimited title and listing of two high quality empirical references; the topic can only be changed by instructor acceptance of a second proposal.

1. Length
The paper must be a minimum of 13 pages and no more than 14 pages in length, not including end matter (references). A typical page using a 12 font is 250 words in length; the paper must be no less than 3,250 words and no more than 3,500 words. Required format: font type is Times New Roman with a 12 font size (if the format is not followed the paper will be returned for retyping).

2. Sources
A minimum of ten (10) sources is required; three (3) of which must be empirical in nature, from high quality research journals. At least two of the empirical articles must have been published within the last seven years (i.e., since 2003). While articles should be from justice related journals; in some instances, high quality research on justice organizations may be found from journals outside of the justice field (e.g., Management, Public Administration, Sociology, or Psychology).

3. No Paraphrasing: the research must be described in your own words and not the author(s). Direct quotes should be kept to a minimum and cannot be used to describe the research methods or findings of the research article.

4. The three empirical research articles must be turned in with the paper; two of the articles must be approved by the instructor prior to starting the paper (this will be accomplished in the form of the paper proposal of the during the Topic Meeting or at a later date during office hours).

5. No Plagiarism or prior work on the topic.

6. Writing Style, Organization, and Presentation
The paper must be written in formal English, using correct tenses and proper punctuation and spelling. The paper must be organized according to the Paper Format outlined below.
**Hint:** Proofread the paper for both grammar and proper organization—several times—prior to handing in.

**7. Citation Style**
American Psychological Association (APA), 5th or 6th ed.

**8. References**
All sources used in the paper must be properly cited in a References Section at the end of the paper; conversely, all references cited in the References Section must be cited in the paper.

**9. Common Errors**
1. APA format not followed--either internally or in References Section. 2. Cites in paper do not match those in the References Section and vice-versa; 3. inadequate description of empirical studies; 4. weak discussion of policy implications; 5. policy implications that do not match the research findings reviewed; and 6. paper titles that do not specify relationships between or among independent and dependent variables.

**Paper Grading Standards**
Penalty points will be assessed if any of the above eight requirements are not properly met; further, up to one grade point will be deducted for each of the common errors listed in number 9. 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. Note: If requirements 1 through 4 are not met; the paper will be assigned a failing grade. If requirement 5 is violated, a failing grade will be assigned to the class and the Judicial Affairs Office will also be notified.

**Paper Format**
The paper must be organized according to the following format:

**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 independent and dependent variables (e.g., the relationship between job design and motivation). First, introduce each study by author(s), purpose, and type of study (e.g., experimental, quasi-experimental). Second, describe the research methodology of each study with respect to:

**Sample**
Number of subjects and how they are chosen.

**Variables measured**
Independent, dependent, and control variables described and explicitly defined.

**Findings**
Statistically significant relationships found between and among independent and dependent variables; level of significance can be noted if appropriate.

**Limitations**
Variables not controlled; sample selection and size; generalizability, etc.

**Note:** Not all research is created equal; more *valid and reliable* research (i.e., *the better controlled studies*) are found in high quality academic journals and should include the three empirical studies reviewed. Further, in general, *relatively short articles* (less than 7-8 pages) should not be utilized.

**Part III: Summary and Policy Implications**
First, provide a *brief overview* of the findings of the empirical research reviewed. Second, from these findings, *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.

**Part IV: References Cited**
Include ALL references cited in the paper.

**Paper Subject Searches, References, and Assistance**

*CJ Abstracts* (2nd floor) HV60001.C67; contemporary references on-line. All current Abstracts are located in my office; available during office hours.

*Social Sciences Index* HV6001.E9; also, on-line.

*Interlibrary Loan (ILL)* no direct access ([www.sjsulibrary.org](http://www.sjsulibrary.org))

*JS Reference Librarian:* Nyle Monday (408) 808-2041

*APA 5th or 6th ed. Manul* and [www.sjsu.edu/orgs/pkp/resources.htm](http://www.sjsu.edu/orgs/pkp/resources.htm) (see handout)

*Paper Writing Assistance:* Writing Center, Clark Hall, Suite 126 (408) 924-2308 ([www.sjsu.edu/writing center](http://www.sjsu.edu/writing center)).

*Student Conduct and Ethical Development Website* at [www.sa.sjsu.edu/judicial_affairs/index](http://www.sa.sjsu.edu/judicial_affairs/index).