

Professor R. Roberg
512 MacQuarrie Hall
924-2941

Fall 2000
Office Hrs:

AJ 204 Seminar
Justice Management and Innovation

Course Objectives

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

Texts

Roberg, R. and J. Kuykendall. 1997. *Police Management*, 2nd ed.
Los Angeles, CA.: Roxbury.

Silverman, E. 1999. *NYPD Battles Crime*. Boston: Northeastern Univ. Press.

Zhao, J. 1996. *Why Police Organizations Change*. Washington, DC: PERF.

Course Structure and Participation

The class will be conducted in a *seminar* style; therefore, it is essential that you participate in class discussion. The assigned materials must be read and “digested” prior to each class meeting in order for you to be able to intelligently discuss their contents and meaning.

It is suggested that you write down several “discussion points” in each chapter and reading. In this way, you will be able to discuss these critical points or issues; of course, you are also encouraged to respond to the points and issues raised by others. Individuals may volunteer or may be chosen to discuss their topics. Weekly levels of participation will be recorded.

Course Evaluation

Critique	25%
Participation	25%
Policy Paper	50%

Change and Innovation Critique

A 6 to 8 page critique is required. The critique will be titled: "Change and innovation in criminal justice: What works, What doesn't, What's promising?." The critique will be developed primarily from in-class readings, including: R & K chapters 3, 4, 7, 8, 13, 14, and the Silverman and Zhao texts. Outside references, however, can also be used and are *strongly* encouraged.

The critique can emphasize change and innovation in criminal justice organizations in general or may focus on organizations in one particular subsystem; that is, police, courts, probation/parole, or corrections.

A *critique* is defined in the *Random House Dictionary* (1975), in part: (1). (a) critical comment on some problem or subject; and (2). (to) review or analyze critically.

The organization and format of the critique will be left up to you. However, it will be written as a formal paper (i.e., an introduction, discussion, and conclusion) and will use APA format (including a Reference Section). A page is normally considered to be 250 words; thus, the paper will be a *minimum length* of 1,500 words.

Management Policy Paper

A 12-15 page management policy paper reviewing a criminal justice managerial problem or critical issue is required; the *minimum length* is 3,000 words. The *purpose* of the paper is to review contemporary research (from the mid-90s) and to draw policy implications for practicing managers based on the empirical evidence.

Possible managerial problems/critical issues may include such topics as: organization design and models (e.g., community policing), job design, group behavior and influences, informal organization, motivation, satisfaction, performance evaluation, training, higher education, leadership, planning, resource utilization, career growth and promotion, accountability, misconduct, and liability, harassment, force and violence, women and minorities, change and innovation, stress and safety, unions, and critical issue operations (e.g., zero-tolerance, crackdowns, pursuits, etc.).

Standards and criteria required for the paper include: typewritten and double spaced with approx. 250 words per page; correct spelling, punctuation and mechanics; APA reference style; separate reference page containing all the sources used in the report; no plagiarism; must be new topic not previously researched.

Paper Format

The paper will 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 policy(ies).

Part II Review of Literature

This section primarily describes the research which has been done 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, observational)
- Sampling (100 patrol officers, randomly chosen)
- Variables measured (independent & dependent; that is, how was job design and motivation measured?)
- Control variables (age, race, gender, seniority, education)
- Results (relationship found between job design and motivation controlling for age, seniority, and education).

It should be noted that some research is more valid and reliable than other research (usually the better controlled studies), and these should receive the bulk of your attention. For instance, research journals such as *Justice Research and Policy*, *International Journal of Police Science and Management*, *Justice Quarterly*, *Crime & Delinquency*, *Policing: An International Journal of Police Strategies and Management*, and the *Journal of Criminal Justice* generally have solid empirical investigations while practitioner journals such as *Police Chief*, *Federal Probation*, and the *FBI's Law Enforcement Bulletin* generally have only 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 policy changes under management's control have a realistic chance of being implemented; that is, taking into account time, budget and resource constraints.

Tentative Schedule

<u>Meeting</u>	<u>Date</u>	<u>Assignment/Discussion Topics</u>
1	Aug. 24	Introduction
2	Sept. 5	R & K: Chaps. 1 & 2
3	Sept. 12	R & K: Chaps. 3 & 4
4	Sept. 19	R & K: Chaps. 7 & 8
5	Sept. 26	<i>Individual topic meetings</i> ; Required: delimited topic with several references
6	Oct 3	<i>Individual topic meetings</i>
7	Oct 10	<i>Individual topic meetings</i>
8	Oct 17	R & K: Chaps. 13 & 14
9	Oct 24	Zhao: All
10	Oct 31	Silverman: All
11	Nov 7	<i>Critiques Due</i> ; individual critique discussion Management Policy Paper Q & As
12	Nov 14	R & K: Chaps. 5 & 6
13	Nov. 21	<i>No Class</i> ; research day
14	Nov. 28	R & K: Chaps. 9 & 10
15	Dec. 5	R & K: Chaps. 11 & 12; overlap <i>Final Papers Due</i>