

Professor R. Roberg  
512 MacQuarrie Hall

924-2941  
Office Hrs:

AJ 204 Seminar  
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 organization change and innovation.

***Texts***

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

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

Wycoff, M. A. and Skogan, W. K. (1993). *Community Policing in Madison: Quality From the  
Inside Out*. Washington, D.C.: National Institute of Justice.

***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 (at least 2-3) “discussion points” for each chapter of the weeks assigned readings. 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 graded.

***Course Evaluation***

Policy Paper/Present	50%
Participation	25%
In Class Critique	25%

## ***In Class Critique***

There will be an in-class critique of the reading materials (i.e., important topics/themes/what works). A ***typed one page (12 font—not to exceed 250 words)*** “help sheet,” and the texts, can be utilized. Best bet: general outline with important page numbers, key terms, and references listed.

A critique may be defined (Random House Dictionary), in part as: (1) a critical comment on some problem or subject, and (2) to review or analyze critically. Except for the parameters noted above, the organization and content of the critique will be left up to you. The critique will be written in an unmarked, large blue book, and will be limited to 75 minutes.

The critique grade will be based on organization, topic content, and analysis.

## ***Organizational Behavior Policy Paper***

A policy paper on a contemporary justice organization behavioral issue (one which you have not previously written on) is required. 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?).

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

Examples of organization behavioral topics may include, but are not limited to: affirmative action, organization design, job design, group behavior and influences, informal organization, motivation, job satisfaction, performance evaluation, selection, specialization, training, leadership and supervision, planning, resource utilization, career growth and promotion, specialization, accountability and oversight, liability, harassment, women, minorities, change and innovation, stress, safety, theory, and unions.

## ***Paper Requirements***

### ***Length***

The paper must be a minimum of 16 pages and no more than 20 pages in length, not including end matter (references). A typical page is 250 words in length (11 or 12 font); therefore, the paper must be ***no less than 4,000 words***.

### ***Style***

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

### ***Sources***

In general, 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 highly likely, that some sources “outside” of the criminal justice field (e.g., Management, Public Administration, Sociology, Political Science, or Psychology) may be necessary to adequately cover the topic.

### ***Citations***

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.

### ***Paper Presentation***

A ***formal presentation*** of approximately 20 to 25 minutes from the podium is required (use of note cards is required; you may use your outline but not your paper). Questions regarding the paper (e.g., study designs, findings, policies, etc.) will follow the presentation. A brief outline (1-2 pages) and reference page of sources used will be distributed to the class on the day of your presentation.

### ***Due Dates***

Final papers are due on the last class meeting (see schedule). Papers can only be late if there is an excusable reason; otherwise a penalty of one grade per 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 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 (e.g., survey, quasi-experimental, observational)
- Sampling (e.g., 100 patrol officers, randomly chosen)
- Variables measured (e.g., how was job design and motivation measured?)
- Control variables (e.g., age, race, gender, seniority, education)
- Results (e.g. significant relationship found between job design and motivation controlling for age, race, gender, seniority, and education).
- Limitations of the study

Under this section, each study must be described separately; that is, the design, sampling method, control variables, and so on. 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 (that is, the better controlled studies), and these should receive the bulk of your attention. 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 have solid empirical research, while practitioner journals such as *Police Chief*, *Federal Probation*, and the *FBI Law Enforcement Bulletin*, generally contain descriptive reporting.

As noted previously, there must be a minimum of five (5) empirical/theoretical resources utilized with a total of ten (10) references.

### ***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.

### ***Paper Grading Standards***

The paper must meet all of the requirements above and will be graded on organization, thoroughness of the literature review, policy implications, grammar, presentation (e.g., spelling, typo's, neatness), and proper referencing. The paper may contain no plagiarism. In addition, the paper must follow, precisely, the paper format outline below.

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. Common errors include: APA format not followed (in the paper or reference section); cites in reference section not matching those in the paper; inadequate description of studies; weak policy implications; and policy implications not matching the research reviewed.

## 204 Class Schedule

<u>Meeting</u>	<u>Date</u>	<u>Assignment/Discussion Topics</u>
1	Feb. 3	Introduction
2	Feb. 10	RK&N: Chaps. 1, 2, 3, 4
3	Feb. 17	RK&N: Chaps. 5 (pp. 131-141), 6, 7 <i>Topics Discussion</i>
4	Feb. 24	RK&N: Chaps. 8 & 9 W & S: All <i>Determine meeting times</i>
5	Mar. 2	Individual topic meetings. <i>Required: delimited title; two empirical references</i>
6	Mar. 9	Individual topic meetings
7	Mar. 16	Individual topic meetings
8	Mar. 23	RK&N: Chaps. 10, 11 (pp.307-328), 12 S & H: Chaps. Preface, 1-4
9	Apr. 6	RK&N: Chaps. 14 & 15 S & H: Chaps. 5-8
10	Apr. 13	<i>In-Class Critique</i>
11	Apr. 20	Critiques Returned <i>Presentation Order Determined</i> Paper Discussion
12	Apr. 27	<i>Presentations Begin</i> <i>Outline &amp; References Due</i>
13	May 4	Presentations Continue Outline & References Due
14	May 11	Presentations Continue Outline & References Due
15	May 17	Presentations Continue Outline & References Due <i>Final Papers Due</i>



## Nikki Gutierrez

---

**From:** Roy Roberg [rrobrg@yahoo.com]  
**Sent:** Friday, January 30, 2004 1:17 PM  
**To:** Nikki Gutierrez  
**Subject:** 204 syllabus



AJ 204 Roberg  
F00.doc

Hi

Here's my 204 syllabus. Need 20 copies for Tuesday.  
Can you let me know that you received this ok?  
Thanks, roy

---

Do you Yahoo!?  
Yahoo! SiteBuilder - Free web site building tool. Try it!  
<http://webhosting.yahoo.com/ps/sb/>