

JS 204
Justice Organizational Behavior 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 justice 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. Final exam; in-class, open book.
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 and Presentation	50%
Final Exam	25%
Participation	25%

Class Participation

The class will be conducted in a seminar style; therefore, it is **required** that you actively participate in class discussions. It is important that assigned chapters be read comprehensively prior to each class meeting, as you will be randomly chosen to lead class discussion on specific chapters. To this end, it is **strongly encouraged** that you write down two or three **Most Important Topics** for each chapter, briefly explaining **why** each is important. For instance, you may believe that a "topic" (e.g. a theory, theorist, model, procedure or, research study) is crucial to solving a problem, to promote change, or perhaps, even "off target." In other words, you need to explain or defend why you feel these are the most important topics in the chapter.

In addition, class participation, and by definition, the MITs, are considered crucial with respect to building the foundation of knowledge for the final exam. It is highly unlikely that one could do well on the final without staying abreast of the materials in each of the chapters assigned.

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. Assessments will be based on pertinent and knowledgeable comments with respect to the chapter materials (MITs), and additional follow-up observations regarding other students comments. Daily scores will be assigned on a **plus** (4 points), **check** (2 points), or **no credit** (0 points) basis. A plus is based on 2 to 3 pertinent and knowledgeable comments; a check is based on 1 to 2 comments; no credit is assigned if no pertinent or knowledgeable comments are made, or if one is absent from class.

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.

Topics relating to organization change and innovation include: organization design, job design, group behavior and influences, informal organization, motivation, job satisfaction, selection and diversity, human resource development, leadership and supervision, planning, career growth and promotion, specialization, control and accountability, civil liability, harassment, stress, and theory.

Paper Requirements

1. Length

The paper must be a minimum of 14 pages and no more than 16 pages in length, not including end matter (references). A typical page is 250 words in length; therefore, the paper must be **no less than 3,500 words** nor more than 4,000 words. **Required** font type is *Times New Roman* with a 12 font size.

2. Sources

A minimum of **ten (10)** sources is required; **four (4)** of which **must be empirical or theoretical** in nature and published within the last ten years. This means that at least four 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.

3. **No Plagiarism** or prior work on topic

4. **No Paraphrasing**; the research must be described in your own words and not the author(s).

5. 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 **Hint**: Proof the paper--several times--prior to handing in..

6. Citation Style

American Psychological Association (APA), 5th ed

7. References

All sources cited 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.

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; 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 (up to one grade) if any of the above criteria are not met. 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 or 2 are not met; the **paper** will automatically be assigned a **failing grade**. If requirements 3 or 4 are not met, a **failing grade** will be assigned to the **class**; in addition, your name will be turned into the Judicial Affairs Office for possible further action (for more information on academic integrity refer to the University Catalog).

Presentation/ Paper Outline

A 20 minute *informal* presentation of your research paper will be presented to the class. The presentation will be based on a brief outline (2 pages) and reference page of sources used, which will be distributed to the class prior to your presentation. The outline will be formatted as follows:

Part I: *introduction* (brief)

Part II: *research methodology* (see below) of the four empirical studies reviewed

Part III: *summary* of the findings

Part IV: *policy implications* of the research

Grading. Since the presentation is informal in nature, it is assumed that the presentation/outline will be at an acceptable graduate level, and thus will normally will not be graded. However, if the presentation far exceeds standards, a one-quarter point upgrade (+.25) will be added to the paper; conversely, a presentation that falls far below standards will result in a one-quarter point (-.25) grade reduction to the paper.

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 (i.e., survey, experimental, quasi-experimental, observation, etc.). **Second, describe the research methodology of each study** with respect to:

- Sample (number of subjects and how chosen)
- Variables measured
- Independent and Dependent
- Control (age, race, gender, seniority, education)
- Findings (statistically significant relationships found between/among ind./dep. variables)
- Limitations (variables not controlled)

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 four 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*, or the *FBI Law Enforcement Bulletin*, generally contain descriptive reporting.

Part III: Summary and Policy Implications

Provide a brief overview of the findings of the empirical research reviewed. 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

Paper Due Dates

Final papers are due on the last class meeting (see schedule). Papers can only be late if there is an excusable, and documented reason (not work related); otherwise, a penalty of one grade per day late will be assessed.

204 Class Schedule
Meeting

<i>Date</i>	<i>Assignment/Discussion Topics</i>
1	Jan. 30 Introduction, including participation requirements, final exam, and research paper requirements (delimiting the topic, empirical relationships, CJ Abstracts, ILL, etc.).
2	Feb. 6 RK&N: Chaps. 1, 2 & 4 M&F: Chaps. 1 (pp. 1-5) & 2 Collect phone numbers & e-mail addresses
3	Feb. 13 RK&N: Chaps. 5 & 6 M&F: Chaps. 3 & 6 <i>Determine meeting times</i>
4	Feb. 20 RK&N: Chaps. 7 & 8 M&F: Chaps. 7 & 8 <i>Research Topic Q & A</i>
5	Feb. 27 Individual topic meetings begin. <i>Required: delimited title; two empirical references</i>
6	Mar. 6 Individual topic meetings continued
7	Mar. 13 Individual topic meetings continued
8	Mar. 20 RK&N: Chaps. 9 & 10 M&F: Chaps. 12 - 14
N/A	Mar. 28 Spring Break
9	Apr. 3 RK&N: Chaps. 13 & 14 S & H: Chaps. Preface, 1- 3
10	Apr. 10 S&H: Chaps. 4 - 8 <i>Presentation Order Determined</i> <i>Exam Discussed</i>
11	Apr. 17 <i>Final Exam</i> (open books/notes/time limited)
12	Apr. 24 Paper Research Day
13	May 1 <i>Presentations Begin</i> <i>Outlines & References to Class</i>
14	May 8 Presentations Continue Outline & References to Class
15	May 15 Presentations Continue Outline & References to Class <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 (408) 808-2088

- 6). APA Style.org

Electronic References