

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 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

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. Skogan, W.G. (2006). *Police and Community in Chicago*. New York: Oxford., pp. 87-95.

Wislon, J.M. (2006). *Community Policing in America*. New York: Routledge.

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

<i>Meeting</i>	<i>Date</i>	<i>Assignment/Discussion Topics</i>
----------------	-------------	-------------------------------------

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

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 polices 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)

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

APA 5th or 6th ed. Manul and 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).

Student Conduct and Ethical Development Website at www.sa.sjsu.edu/judicial_affairs/index.