

Seminar in Organizational Theory

CRIJ 7371 81568-02. Fall 2017

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Office Hours: Wednesdays: 1:00-3:00 PM.
If I am in my office I will see you, or
make an appointment.

Course Overview:

The purpose of this course is to introduce graduate students to the major theories of organizations and their application to the field of criminal justice. The course is designed to expose you to both the theories and the major tests of these theories. By the conclusion of the course you should have an appreciable understanding of:

1) Theory, theory development, and theory testing, and their application to organizations and criminal justice organizations; 2) The current state-of-the-art in terms of our collective knowledge about criminal justice organizations; 3) Methods of data collection from organizations and the perils and potentials of organizational research.

Course Materials:

Required Texts:

➤ Maguire, Edward R. 2003. *Organizational structure in American police agencies: Context, complexity and control*. Albany, NY: State University of New York Press.

➤ Donaldson, Lex. 1995. *American anti-management theories of organization: A critique of paradigm proliferation*. Cambridge, UK: Cambridge University Press.

Reserve readings:

Reserve readings will be assigned during the course of the semester. These readings are noted in the *Course Schedule* portion of the syllabus.

Book-review:

Students must select one book from the list of approved book-review books. Students will read their book and complete a book review as a graded assignment.

Course Requirements:

The schedule of readings is included at the end of this syllabus. You are expected to complete the scheduled readings before the class session, and be prepared to discuss and ask relevant questions in class. You are expected to contribute to class discussions in a meaningful way and will be evaluated based on the instructor's assessment of your attendance, punctuality, preparedness, and participation.

Class Attendance/participation:

You are expected to attend class regularly, participate in class activities, and complete all assignments. Poor attendance, failure to participate, or failure to complete assignments will adversely affect your knowledge of the material, and thus reduce your performance on the graded assignments. Students who miss more than two class sessions without an acceptable excuse will fail the class.

Grading:

Grades in this course will be computed from the below listed measures of performance, which will be given the following weights:

| | |
|---------------------|-----------|
| Book review | 20 |
| Paper presentation | 20 |
| Class participation | 10 |
| <u>Term paper</u> | <u>50</u> |
| Total points | 100 |

Ethics:

Students are expected to study and satisfy course requirements with honesty and integrity. Allegations of academic dishonesty will be pursued aggressively. Any student who cheats on an assignment, plagiarizes a written assignment, colludes with another on a graded assignment, abuses resource materials, or misrepresents their credentials or accomplishments will receive a zero (0) on the graded assignment, and may be subject to additional penalties. Students should make yourself familiar with the university's academic honesty policy:

http://www.shsu.edu/~vaf_www/aps/documents/810213.pdf

Extra Credit: There are no extra credit opportunities for individual students in this course.

Use of Telephones and Text Messagers in Academic Classrooms and Facilities:

http://www.shsu.edu/~vaf_www/aps/documents/100728.pdf

Student Absences On Religious Holy Day:

http://www.shsu.edu/~vaf_www/aps/documents/861001.pdf

Students With Disabilities:

In accordance with university policy, if a student has a documented disability and requires academic accommodations to obtain equal access in a class, the student should notify the instructor of that class. Students with disabilities must verify their eligibility with the Services for Student Disabilities section in the Counseling Center at SHSU (936.294.1720) and should then meet with me to discuss accommodations. Further information concerning these issues can be found at: http://www.shsu.edu/~vaf_www/aps/documents/811006.pdf
<http://www.shsu.edu/~counsel/sswd.html>

Precautionary Disclaimer:

The class schedule and grading procedure in this syllabus are subject to change in the event of extenuating circumstances. If changes are made, an announcement will be made in class. Announcements made in class are considered proper notice of change.

Course Schedule

| Week of | Topic, readings, assignments |
|-----------|--|
| August 25 | <p>Defining organizations. The nature of organizational scholarship. Criminal justice organizations (cops, courts, and corrections) and the state of CJ organizational scholarship.</p> <p>➤ Wilson, James Q. 1989. Chapter 1. Armies, Prisons, Schools. Pp. 3-13 in <i>Bureaucracy: What Government Agencies Do and Why They Do It</i>. Basic Books.</p> <p>➤ Sutton, Robert I., and Barry M. Staw. 1995. What theory is <i>not</i>, <i>Administrative Science Quarterly</i>, 40: 371-384.</p> <p>➤ Lester, David. 1978. Assaults on Police officers in American Cities. <i>Psychological Reports</i>, 42: 946.</p> |
| Sept. 01 | <p>Classical approaches and normative models of organization.</p> <p>➤ Taylor, Fredrick W. 1916. (1992) <i>The Principle of Scientific Management</i>. Pp. 69-80 in <i>Classics of Organization Theory</i>, edited by Jay M. Shafritz and J. Steven Ott (3rd. ed). Pacific Grove, CA: Brooks/Cole Publishing Co.</p> <p>➤ Ostrom, Elinor, Roger B. Parks, Gordon P. Whitaker, and Stephen L. Percy. 1979. The Public Service Production Process: A Framework for Analyzing Police Services. In Ralph Baker and Fred A. Meyer, Jr. (Eds.) <i>Evaluating Alternative Law-Enforcement Policies</i>, Lexington: D.C. Heath: 65-73.</p> |
| Sept. 08 | <p>Closed models of organizations. Structure.</p> <p>➤ Maguire, Edward R. 2003. <i>Organizational structure in American police agencies: Context, complexity and control</i>. Albany, NY: State University of New York Press. (Chapters 1-4).</p> <p>➤ Kimberly, John. R. 1976. Organizational size and the structuralist perspective: A review, critique, and proposal. <i>Administrative Science Quarterly</i>, 21: 571-597.</p> |
| Sept. 15 | <p>Organizational structure. Open/passive versions of contingency theory. Wilson's theory of polity.</p> <p>➤ Thomas Henderson (1975). The Relative Effects of Community Complexity and of Sheriffs upon the Professionalism of Sheriffs Departments. <i>American Journal of Political Science</i>, Vol 19, Feb.:107-132.</p> <p>➤ Maguire, Edward R. 1997. Structural Change in large municipal police organizations during the community policing era. <i>Justice Quarterly</i>, 14: 547-576.</p> <p>➤ Zhao, Jihong, Ni He, and Nicholas Lovrich. 2006. The effect of local political culture on policing behaviors in the 1990s: A retest of Wilson's theory in more contemporary times. <i>Journal of Criminal Justice</i>, 34: 569-578.</p> |
| Sept. 22 | <p>Active versions of contingency theory.</p> <p>➤ Donaldson, Lex. 1995. <i>American anti-management theories of organization: A critique of paradigm proliferation</i>. Cambridge, UK: Cambridge University Press. (Chapters 1-2).</p> <p>➤ Maguire, Edward R. 2003. <i>Organizational structure in American police agencies: Context, complexity and control</i>. Albany, NY: State University of New York Press. (Chapters 5-8).</p> <p>➤ Robert Langworthy (1992). Organizational Structure. Pp. 87-105 in: <i>What Works in Policing? Operations and Administration Examined</i> edited by G.W. Cordner and D.C. Hale. Cincinnati, OH: Anderson Publishing Co.</p> |

- Sept. 29 No class. MCJA meeting.
- Oct. 06 Effectiveness and efficiency. Organizational goals and performance.
 ➤Mohr, Lawrence B. 1973. The Concept of Organizational Goal. *The American Political Science Review*, Vol. 67, No. 2: 470-481.
 ➤Maguire, E.R. 2003. "Measuring the Performance of Law Enforcement Agencies: Part One." *CALEA Update*, Volume 83. Fairfax, VA: Commission on Accreditation for Law Enforcement Agencies.
 ➤Maguire, E.R. 2004. "Measuring the Performance of Law Enforcement Agencies: Part Two." Pp. 1-30 in *CALEA Update*, Volume 84. Fairfax, VA: Commission on Accreditation for Law Enforcement Agencies.
- Oct. 13 Institutional theory.
 ➤Meyer, John W. and Brian Rowan. 1977. Institutionalized Organizations: Formal Structure as Myth and Ceremony, *American Journal of Sociology*, Vol. 83, No. 2: 340-363.
 ➤Donaldson, Lex. 1995. *American anti-management theories of organization: A critique of paradigm proliferation*. Cambridge, UK: Cambridge University Press. (Chapter 4).
 ➤Crank, John and Robert Langworthy. (1992). An Institutional Perspective of Policing. *The Journal of Criminal Law and Criminology*, Vol. 83, No. 2:338-363.
 ➤Katz, Charles M. 2001. The Establishment of a Police Gang Unit: An Examination of Organizational and Environmental Factors. *Criminology*, Vol. 39, No. 1: 301-338.
 ➤Matusiak, Matthew C., William R. King, and Edward R. Maguire. How Perceptions of the Institutional Environment Shape Organizational Priorities: Findings from a Survey of Police Chiefs. *Journal of Crime & Justice*, 40, 1: 5-19.
- Oct. 20 Life course perspective and population ecology theory.
 ➤King, William R. 2009. Towards a Life Course Perspective of Police Organizations. *Journal of Research in Crime and Delinquency*, Vol. 46, No. 2: 213-244.
 ➤Michael Hannan and John Freeman (1984). Structural Inertia and Organizational Change. *American Sociological Review*, Vol. 49: 149-164.
 ➤Donaldson, Lex. 1995. *American anti-management theories of organization: A critique of paradigm proliferation*. Cambridge, UK: Cambridge University Press. (Chapter 3).
 ➤King, William. R. 2014. Organizational Failure and the Disbanding of Local Police Agencies. *Crime & Delinquency*, 60, 5: 667-692.
- Oct. 27 The primordial fringes of organizations and environments: Adhocracies, pre-organizations, and proto-organizations. An evolutionary perspective.
Book review paper due, 0900 hrs.
- Nov. 03 Informal structure, culture, and sub-cultures
 ➤Steve Herbert (1998). Police Subculture Reconsidered. *Criminology*, Vol. 36, No. 2: 343-369.
 ➤Paoline, Eugene. 2003. Taking Stock: Toward a Richer Understanding of Police Culture. *Journal of Criminal Justice*, 31: 199-214.
 ➤James Eisenstein, Roy B. Flemming, and Peter F. Nardulli (1988). "The Criminal Court Community." Chapter Two in, *The Contours of Justice: Communities and their Courts*, Boston: Little, Brown and Company.
- Nov. 10 Organizational disasters and normal accidents. Sensemaking. HROs.
 ➤Weick, Karl E. 1993. The collapse of sensemaking in organizations: the Mann Gulch disaster. *Administrative Science Quarterly*, 38: 628-652.
 ➤Jos A. Rijpmma. 2003. From Deadlock to Dead End: The Normal Accidents- High Reliability Debate Revisited. *Journal of Contingencies and Crisis Management*, 11: 37-45.
 ➤King, Willaim R. 2009. "Police Officer Misconduct as Normal Accidents: An Organizational Perspective." *Criminology and Public Policy*. Vol. 8, No. 4: 769-774.
 ➤Maguire, E.R. and C. Katz (2002). "Community Policing, Loose Coupling, and Sensemaking in American Police Agencies." *Justice Quarterly*, 19(3): 501-534.

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| Nov. 13 | MONDAY. Term papers due by 0900 hrs. My office. |
| Nov. 17 | No class. ASC Conference. |
| Nov. 24 | No class. Thanksgiving break. |
| Dec. 01 | <p>Leadership. Contingency approaches to leadership.</p> <p>➤Parry, Ken W., and Alan Bryman (1996). Leadership in Organizations. Pp. 276-292 in: <i>Handbook of Organization Studies</i>, edited by Stewart R. Clegg, Cynthia Hardy, and Walter R. Nord. Thousand Oaks, CA: Sage Publications.</p> <p>➤Schafer, Joseph A. 2010. "Effective leaders and leadership in policing: traits, assessment, development, and expansion," <i>Policing: An International Journal of Police Strategies & Management</i>, 33, 4: 644-663</p> |
| Dec. 07 | Class paper presentations |