Department of Criminal Justice and Criminology
Sam Houston State University (SHSU)

CRIJ 6333
Seminar in Organization and Administration
Fall 2017

PROFESSOR: Stephen Lee Morrison, Ph.D.

OFFICE: Online

TELEPHONE:832-308-0711   For questions**: I like emails first - sxm130@shsu.edu**
I usually respond within an hour.

If it is more important - then text me at 832-308-0711.   For "emergencies" you may call 832-308-0711. Emergencies do happen – they are different than neglect of your course work or due to conflicts in your life with work, family, and school.

E-MAIL: sxm130@shsu

CLASS HOURS: online

CLASSROOM: online

OFFICE HOURS: Tuesday 6 pm to 9 pm online

TEXTBOOK(S):

The texts that I have selected will serve you well not only for the purpose of this course but for many other elements of the program. Keeping up with the reading will certainly make your online experience more rewarding. At the very best, please read the selected chapters prior to joining your online class.

You may purchase your books new or used from any bookstore. Please ensure that you purchase the exact book title and edition as listed below. (I found many of these books – used online.)

Bolman L.G. and Deal, T.E. (2008). Reframing Organizations. Fifth Edition.

First published in 1984, Lee Bolman and Terrance Deal's best-selling book has become a classic in the field. It four frame model examines organizations as factories, families, jungles and theaters or temples.

- ✓ **The Structural Frame**: How to organize and structure groups and teams to get results.
- ✓ **The Human Resource Frame:** How to tailor organizations to satisfy human needs, improve human resource management, and build positive inter-personal and group dynamics.

- ✓ **The Political Frame**: How to cope with power and conflict, build coalitions, hone political skills, and deal with internal and external politics.
- ✓ **The Symbolic Frame**: How to shape a culture that gives purpose and meaning to work, stage organizational drama for internal and external audiences, and build team spirit through ritual, ceremony and story.

Denhardt, R.B. (2011). Theories of Public Organizations. Sixth Edition.

Introducing theories of public organization to students of public administration and to those outside the field who wish to become involved in organizations committed to public purposes, this book develops a critique of the mainstream literature in public administration theory.

Kania, R.E.E. (2012). Managing Criminal Justice Organizations. Second Edition.

Often the words administration, organization, and management are used as if they were synonymous. Other related key terms important in the discussion are supervision, agency, functionaries, and bureaucracy. This impression in our language will result in some disagreement and confusion about these terms that we and others are and should be using. Different authors have used them in different ways, this text takes you on this journey.

Mintzberg, H. (2007). Mintzberg on Management – Inside our Strange World of Organizations.

Henry Mintzberg revolutionized our understanding of what managers do in *The Nature of Managerial Work*, his landmark book. Now in this comprehensive new volume, Mintzberg broadens his vision to explore not only the function of management, but also that of the organization itself and its meaning for society. A treasury of the dynamic and iconoclastic ideas that have made him a mentor to an entire younger generation of leading management thinkers, *Mintzberg on Management* presents the collective wisdom of this influential scholar – in strategy, structure, power, and politics – the gestalt of organizational theory.

Wren, D.A. (2004). The History of Management Thought. Sixth Edition.

By tracing the origin and development of modern management concepts, you can develop a more logical, coherent picture of the present state of management practice, and a deeper understanding of the analytical and conceptual tools of the trade. **The History of Management Thought, Sixth Edition,** presents the unfolding story of the lives and times of major figures in the field, as well as the enduring themes and influential ideas that have helped shape the management thought – from its earliest, pre-industrial beginning to modern theories. Throughout this comprehensive history, author Daniel Wren profiles significant eras, and analyzes various trends and movements.

COURSE DESCRIPTION:

"Ours has become, for better and for worse, a society of organizations. We are born in organizations and are educated in organizations so that we can later work

in organizations. At the same time, organizations supply us and entertain us, they govern us (sometimes concurrently). Finally, we are buried by organizations. Yet aside from a small group of scholars called "organization theorists" who study them, and those managers inclined to look deeply into the subject of their management, few people really understand these strange collective beasts that so influence our daily lives"

Henry Mintzberg (1989:1.).Minzberg on Management – Inside our Strange World of Organizations, The Free Press; New York.

During the semester, newly enrolled students in the Criminal Justice Master of Science eLearning program will undertake a journey and explore just how organizations and their administrations work. Concepts such as 'bureaucracy', 'management practice' and 'competence' will be examined against the backdrop of the development of philosophies, principles and theories that support this fascinating, yet complex, domain. For the course, I have tried to select texts you will find useful for the whole program and beyond.

COURSE OBJECTIVES:

The following course objectives will be achieved by working through fifteen (15) online modules or sessions. After which students will:

- → Get a sound understanding of the structure of criminal justice organizations.
- → Be able to categorize various types of organizations.
- → Be able to apply principles of administration, organizational dynamics and leadership to their organizations.
- → Be comfortable and confident in a discussion that analyses the course material.
- → Be able to offer scholarly explanations for contemporary organizational issues.

COURSE REQUIREMENTS:

Two products will count equally towards your final grade. This will include:

- → The submission of an on-line term paper. 50%
- → Demonstration of on-line attendance and participation. 50%

Term Paper

Carrying equal weight as your contributions and discussions, will be the term paper. The subject of the term paper will be selected by you. It should be relevant to the course. By the end of the second week, Module Four (4), I want you to submit to me a short proposal, no more than 250 words, identifying the specific subject that you will be addressing, and its relevance. I will confirm your acceptance as a term paper, or may make a suggestion(s) to you. When your subject is approved, you have until Module Thirteen (13) to submit your paper.

<u>IMPORTANT – Paper must be APA format.</u>

The paper should be approximately 4000 words in length but it should not exceed 6000 words. It should be double spaced, 12 point Arial font, it should have a title page and a bibliography utilizing a minimum of five (5) different resources (… more would be excellent !!). And, format, style and citations should comport to American Psychological Association (APA) style.

You may use the following sources for APA formatting instruction.

Publication Manual of the American Psychological Association, 6th ed. Washington, DC: American Psychological Association, 2010.

Or another source for APA formatting information.   Purdue Owl APA (Google it)

https://owl.english.purdue.edu/owl/resource/560/01/

Discussions and Participation

At each module, I will initiate a discussion assignment which is listed in each module menu item list. (Click on the session title to expand the list). Everyone must participate in the discussions so it is important that you check daily to read and respond to your fellow students' postings. Your primary post must be posted by Friday Midnight for each session. (This allows for other students to respond to your post by Sunday Midnight.)

Your discussions will be evaluated based on the following criteria:

→ <mark>Responsiveness</mark> – Does your discussion accurately and fully focus on each of the issues raised in the assignment?

→ <mark>Support</mark> – Do you rely on the assigned readings along with additional outside information to help inform your discussions? And,

→ <mark>Involvement</mark> – Do you contribute to the discussion in a clear and meaningful way?

My expectation is that each student shall post a thorough and expansive discussion for each assignment topic offered in each session / module. I expect depth, explanation and references from the readings to support your assignment post by Friday Midnight of each session. In addition, I expect a student to comment on the assignment posts of their class peer by Sunday Midnight of each session. **A minimum of five (5) substantial posts will be the average. The more relative posts you submit, the more participation points you will receive.** Eight 8 excellent posts usually earn max points (10), see below. Posts that only read such as "I agree", "Good point", "Great comment" will not be

considered towards your 5 posts and will be deleted if they do not contain relative additional comment. Remember, this is a seminar class. Relative class discussion on the topics posted are a must!! And, since this is an online class, this will be done via our module/session assignments and posts. We will have over 3000 posts for the class and I will read each and every one.

Please don't work ahead on the discussion board. You are welcome to work ahead and save your work on your own computer, and then paste it into the discussion board during the session it is due. I want us to work in unison on each session. Also, please type your response (or paste) in the discussion box. Please do not attach your work and expect other students to download it to read (they usually don't). Again, you type or paste it in the discussion box.   Also, **you must cite the work of others**. **Don't copy and paste the work of others in your discussion box.**

Student Expectations

Online course requires a special personal discipline to keep up with the work load and make the whole program an enjoyable and enlightening experience. You will not achieve this experience if the requisite reading is not undertaken. The reading list contains **REQUIRED** texts. Additionally, articles will be posted on the web which you will want to read. These may, may not, have tests attached to them which you are expected to complete. These results go towards your student demonstration of attendance and participation.

This does not mean that you should read only the required texts and posted articles. During the course, you may be asked to find and post ==additiona==l web article(s) that, for example, either support or reject a particular theory.

Students are expected to have read the assigned readings prior to each online class module session.

Student Feedback

This is an online seminar course that requires diligent participation. I will be providing for general feedback in our ANNOUNCEMENT segment of our class on a weekly basis. These are general comments to the class as to how to improve upon the depth and quality of your participation. I ==will NOT== be able to provide individual feedback on a weekly basis. We will have extremely too many posts and too many students to provide for the level of detail. As you have questions, please send them via email. My expectation is that every student will receive a "B". Some will excel and receive an "A". Fewer still may receive a "C".

GRADING:

Term Paper 50%

Class Discussion / Participation 50%

❖ Initial Module Assignments Posts will be graded as follows:

> ➢ Excellent = 5 pts.
> ➢ Good = 4 pts.
> ➢ Average = 3 pts.

❖ Response to Student Peer Discussion Posts will be graded as follows:

> ➢ Excellent (Eight (8) or more relevant posts) = 5pts.
> ➢ Good (Six (6)/Seven (7) relative posts) = 4pts.
> ➢ Average (Five (5) relative posts) = 3pts.

Max points is 10 points per discussion

MAKE-UP EXAMS: This is an online class – course work should be completed by deadlines presented in course schedule.

STUDENT ACADEMIC POLICIES concerning Attendance, Academic Honesty, Disabled Student and Services for Disabled Students, and Absences on Religious Holy days may be found at:
http://www.shsu.edu/dept/academic-affairs/aps/aps-students.html

Academic Honesty

The Faculty of the College of Criminal Justice expects students to conduct their academic work with integrity and honesty. Acts of academic dishonesty will not be tolerated and can result in the **FAILURE** of a course or dismissal from the University.

Academic dishonesty includes, but is not limited to, cheating on a test, plagiarism, collision – the unauthorized collaboration with another person in preparing work offered for credit, the abuse of resource materials, and misrepresentation of credentials or accomplishments as a member of the college.

The University's policy on academic honesty and appeal process can be found in the manual entitled:
http://www.shsu.edu/students/StudentGuidelines2007_2008.pdf, distributed by Division of Student Services. (Reference Section 5.3 of the SHSU Student Guidelines).

Spam Mail and Netiquette

Please do not use the collaboration tools in this course as an outlet for general mail message. The purpose of these areas of communication are to facilitate collaborative learning among all students involved in the class. Use caution discretion about what material you post or email to other students and make sure it pertains to the ongoing discussions or contributes to the general discussions.

Resources

Newton Gresham Library

The Newton Gresham Library (http://library.shsu.edu.) has many resources you will want to use in this course. These include databases, reference material, journals, digital collections and Google Scholar. You will also find research information such as Citation Guides (http://library.shsu.edu/research/citationguides.php) and research assistance and instruction in the use of library resources, especially the electronic resources, for SHSU students enrolled in SHSU online courses. This instruction can be found via lib_ref@shsu.edu, or telephone (936)-294-1599 or 1-866-NGL-INFO (toll free), whatever is most convenient for the student. To take advantage of these services you will need to register as a Distance Education student with the Library by filling out the registration form found at http://library,shsu.edu/services/distance/application.php form.

SHSU Writing Center

The Writing Center provides services including generating ideas for your term paper, identifying your target audience, organizing your paper, improving your writing style, identifying and correcting grammatical errors, and more. If you choose to use these services you will need to provide them the information about your paper found at http://www.shsu/-wctr/Distance.pdf through email. Be sure aware that they will need 48 hours to review a paper.

Requirements

Disabled Student Resources

Students should initiate contact with the disabilities office.

"Students with a disability which affects their academic performance are expected to arrange for a conference with the instructor in order that appropriate strategies can be considered to ensure that participation and achievement opportunities are not impaired." The physically impaired should review the following policies for more information at: http://www.shsu.edu/dept/disability/

Computer and Internet

Part of this class requires that you be able to regularly gain access to the World Wide Web (www). Students will be required to participate in asynchronous sessions through the class Blackboard portal. All students will be required to download and view *Microsoft Word* documents, *Excel* spreadsheets, and *PowerPoint* presentations. In addition, all students will need to have a microphone and speakers for presentations. **Please be sure to contact the SHSU 24x7 helpdesk if you have any problems connecting or accessing materials or tools in this course (helpdesk@shsuonline.net or 1-877-870-9214).**

Requirements

Document Formatting

Any material submitted to the instructor for grading must be sent in a format compatible with *Microsoft Word 2010* (ending with the suffix *.docx* or *.doc).*

Students using any other word processing program such as *WordPerfect,* should select the option that allows the material to be saved as a Rich Text Format (RTF) or Portable Document Format (PDF) document before submitting it. Retain a hard copy as well as a back-up digital copy of any submitted material in case of technical problems.

USE OF TELEPHONES AND TEXT MESSAGES IN ACADEMIC
    CLASSROOMS AND FACILITIES:
    http://www.shsu.edu/dept/academic-affairs/aps/aps-curriculum.html

ANNOTATED OUTLINE OF TOPICS TO BE COVERED FOR EACH CLASS
    MEETING:

Remember !!

Our internet class will proceed on a week-to-week basis. New class sessions and assignments will be opened on a weekly basis. Once open these class sessions will be open for the entire semester, however when the due date has passed you cannot go back and complete work.

The week (sessions) starts Monday at 12:01 am and closes on Sunday 11:59 pm which is considered the due date for work assigned during the session.

It is expected that you will have completed each reading assignment by the dates scheduled for its discussion as shown below. The list of readings just represents a framework to guide you through the course. Reading outside of this framework will enhance your experience and I encourage you to post links for other members in your class cohort.

IMPORTANT - All written assignments will be submitted with a title page and a bibliography. All written assignments will be submitted in APA format. If you do not know APA – buy an APA guide or search the internet for APA formatting (Purdue Owl APA – good source).

Good luck and follow the Weekly Proposed Class Outline below.

Weekly Proposed Class Outline

Again - Sunday Midnight is considered the last day for each week or session(s) and the day that your session work must be completed.

Week 1 Sessions 1

First Class Module:

OPEN: **Wedneday, August 23, 2017 at 12:01AM**

Assignments

I.   **Introduction and Overview**

Understand the course structure, administration and personal requirements to the course.

II.   Readings: Syllabus, Glossary of Terms
III. Assignment 1.1:   Student Biography

IV. Assignment 1.2:   Describe Your Organization

Week 2 Session 2

OPEN: **Monday August 28, 2017 at 12:01AM**

Assignments

I.   **The Dynamics of Criminal Justice Organization and Administration**

→ Be able to discuss the meaning of the key terms "management", "administration", and "organization" as used in criminal justice.
→ Be able to distinguish between each of the term-pairs:
Administration v. administration.
Management v. management
Organization v. organization.
→ Be able to identify the activities of non-governmental agencies and individuals in providing criminal justice services.

II.   Readings: Kania: Chapters 1 & 2
Denhardt: Chapter 1.
III. Assignment 2:   Leading Reformers in Criminal Justice

Week 3 Session 3

Third Class Module:

OPEN: **Monday September 4th, 2017 at 12:01AM**

Assignments

I. **The Roots of Organizational Theories**

→ Be able to discuss the relationship between and connecting the writings of Hegel, Marx, Weber and Freud.
→ Understand the relevance of the Industrial Revolution to the development of organizations.
→ Be able to cite the elements of Weber's Ideal Type bureaucracy.

II. <mark>Readings</mark>:   Denhardt: Chapter 2

Wren: Chapters 3, 4 & 5.

III. <mark>Assignment 3:</mark>   Weber's Ideal Type Bureaucracy

---

Week 4 Sessions 4

OPEN: **Monday, September 11th, 2017 at 12:01AM**

Assignments

I. **Scientific Management**

→ Be able to discuss the elements of scientific management
→ Be able to demonstrate a knowledge of scientific management experiments.

II. <mark>Readings</mark>:   Wren: Chapter 11 & 12

III. <mark>Assignment 4:</mark>   Taylor's Major Contributions.

Proposal for Term Paper Due

Week 5 Sessions 5

Fifth Class Module:

OPEN: **Monday, September 18th, 2017 at 12:01AM**

Assignments

I. **Inside Organizations with Henry Mintzberg**

→ Be able to differentiate between different types of organizations.
→ Be able to discuss the nature of organizational structure.

II. <mark>Readings</mark>:   Mintzberg: Chapters 6-14

III. <mark>Assignment 5:</mark>   Henry Mintzberg Articles on Organization

---

Week 6 Session 6

Sixth Class Module:

OPEN: **Monday, September 25th, 2017 at 12:01AM**

Assignments

    I.   **Organizing Criminal Justice**

- → Identify the key features of a criminal justice organization.
- → Summarize the eleven (11) principles of organization.
- → Discuss the five (5) imperatives of organization proposed by Selznick.

    II.   Readings: Kania: Chapter 5

    III.   Assignment 6:   Organize the Department

Week 7 Session 7

Seventh Class Module:

OPEN: **Monday, October 2nd, 2017 at 12:01AM**

Assignments

    I.   **Competence in Organization and Administration**

- → Identify the key elements of a competency framework.
- → Discuss the benefits and drawbacks of competency-based management approaches within organizations.

    II.   Readings: Bolman: Chapter 7.

    III.   Assignment 7:   Competency Framework.

Week 8 Session 8

Eighth Class Module:

OPEN: **Monday, October 9th, 2017 at 12:01AM**

Assignments

    I.   **Organizational Leadership**

- → Identify four distinct managerial styles and compare them in terms of concerns for subordinates and concern for maintaining control.
- → Discuss various models of contingency or situational leadership.

    II.   Readings: Kania: Chapter 4.
                                  Bolman: Chapters 15-17.
    III.   Assignment 8:   Sergiovani's Principles

Week 9 Session 9

Ninth Class Module:

OPEN: **Monday, October 16th, 2017 at 12:01AM**

<u>Assignments</u>

    I.   **<u>Organizational Decision-Making</u>**

        → Discuss the features of the four (4) models of managerial decision-making:
- Rational choice
- Bureaucratic
- Decision trees
- Political

        → Distinguish between operational and managerial decisions.

    II.   <mark>Readings</mark>:   Kania: Chapter 6.   p.113-121
                                Denhardt: Chapter 4.

    III.   <mark>Assignment 9</mark>:   Judgment and Decision Making

---

Week 10 Session 10

Tenth Class Module:

OPEN: **Monday, October 23rd, 2017 at 12:01AM**

<u>Assignments</u>

    I.   **<u>Organizational Symbolism and Culture</u>**

        → Discuss the tribal aspects of contemporary organizations
        → Discuss the relevance of play, ritual, ceremony and myth to organizational teamwork.

    II.   <mark>Readings</mark>:   Bolman: Chapters 12-14

    III.   <mark>Assignment 10</mark>:   Understanding Organizational Culture

---

Week 11 Session 11

Eleventh Class Module:

OPEN: **Monday, October 30th, 2017 at 12:01AM**

<u>Assignments</u>

    I.   **Organizational Performance**

        → Distinguish between individual and organizational evaluation.
        → Identify sources of managerial information that can be used as criminal justice agency performance measures.

    II.   Readings: Kania: Chapters 7 and 10

    III.   Assignment 11:   Value for Money

Week 12 Session 12

Twelfth Class Module:

OPEN: **Monday, November 6th, 2017 at 12:01AM**

Assignments

    I.   **Organizational Planning**

        → Contrast types of planning in terms of the planning cycles of criminal justice organizations.
        → Relate goals, objectives, targets to performance indicators.

    II.   Readings: Kania: Chapter 6 p.122-130
                                 Wren: Chapter 21.
    III.   Assignment 12:   Successful and Unsuccessful Planning

---

Week 13 Session 13

Thirteenth Class Module:

OPEN: **Monday, November 13th, 2017 at 12:01AM**

Assignments

    I.   **Why Criminal Justice Organizations Fail**

        → Analytically discuss case studies of criminal justice organizations that failed.

    II.   Readings: Bolman: Chapters 18-20.

    III.   Assignment 13:   Why Criminal Justice Organizations Fail.

Week 14 Session 14

Fourteenth Class Module:

OPEN: **Monday, November 20th, 2017 at   12:01AM**

<u>Assignments</u>

I.   **Organization and Administration-Change in the 21st Century**

→ Discuss the future challenges you predict for criminal.
→ Name and describe three patterns for change.
→ Identify the most common patterns of ethical failures occurring across the criminal justice system.

II.   <mark>Readings</mark>:   Kania: Chapter 12.

III.   <mark style="background:lime">Assignment 14.1</mark>:   Major Futurist and Their Predictions.

IV.   <mark style="background:lime">Assignment 14.2</mark>:   Mexican Criminal Justice System

---

Week 15 Session 15

Fifteenth Class Module:

OPEN: **Monday, November 27th, 2017 at 12:01AM**

<u>Assignments</u>

I.   **Work on Term Papers**

II.   <mark>Readings</mark>:   No Reading Assignments

Term Papers Due: Sunday December 3rd , 2017 – 11:59PM

Week 16 Session 16

Sixteenth Class Module:

OPEN: **Monday, December 4th, 2017 at 12:01AM**

<u>Assignments</u>

I.   **Organization and Administration-Change in the 21st Century**

II.   <mark>Readings</mark>:   No Readings.

III.   <mark style="background:lime">Assignment 16.1</mark>:   Course Objectives.

IV.   <mark style="background:lime">Assignment 16.2</mark>:   Course Evaluation.

All work must be completed by due date. December 7th, which is the last due date.

Last Day of Class: December 7th, 2017

SHSU Finals Schedule

http://www.shsu.edu/dept/registrar/calendars/final-exam-schedules.html