

Fall 2007

Seminar in Organization and Administration
(CJ633)
Room A-210
(Saturday 8:00-5:00)

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Office Hours:
8-10 Tuesday
2-4 Friday

Purposes of the Course

This course is designed to help the participants master the major concepts of public administration, organization theories, and management techniques. While it can be argued that management cannot be taught in the classroom, the focus of this course will be on: (a) understanding the philosophies of organization and management in public agencies and the ways and means of making them productive and gratifying; (b) focus on the management of criminal justice organizations including those of police, corrections, and probation/parole. This should be of great importance to the future executives of such bureaucracies. This knowledge can make them more creative, better equipped to handle the needs of both work and workers, and more conducive to change in an environment of stability and progress.

Required Books

1. Daniel Wren, *The History of Management Thought*, Wiley, fifth edition.
2. Robert Denhardt, *Theories of Public Organization*, Harcourt Brace, latest edition.
3. Herbert Simon, *Administrative Behavior*, Free Press, latest edition.
4. James O'Toole. *Leading Change*, Jossey Bass, 1995.

Recommended Readings

Bolman, L., Deal, T., *Reframing Organizations*, Jossey-Bass, 2003.

Ott, S., Parkes, S., Simpson, R., *Organizational Behavior*, Wadsworth, 2003.

Rainey, H., *Understanding and Managing Public Organizations*, 3rd edition, Jossey-Bass, 2003

Fall 2007

Stojkovic, S., Klofas, D., *The Administration and Management of Criminal Justice Organizations*, 3rd edition, Warreland, 1999.

Sam Souryal, *Police Organization and Administration*, 2nd edition, Anderson, 1995.

Henry Mintzberg, *Mintzberg On Management*, The Free Press, 1993.

William Ouchi, *Theory Z*, Addison-Wesley, 1981.

Robert Presthus, *The Organizational Society*, St. Martin's, 1978.

Michael Maccoby, *The Games-Man*, Simon and Schuster, 1976.

Alan R. Coffey, *Administration of Criminal Justice*, Prentice-Hall, Inc. 1974.

Abraham Korman, *Organizational Behavior*, Prentice-Hall, 1974.

Max Weber, *The Theory of Social and Economic Organization*, The Free Press, 1964.

In addition, a number of handouts will be assigned each week to be read, analyzed and discussed in class.

An Assumption

It will be assumed that the participants in this seminar are fairly familiar with the subject matter through previous academic courses, work experience, or plain survival in today's world. If, however, this assumption turns out to be unfounded, you should meet with the instructor and a mutually designed stem work will be arranged. Also, while the subject matter, at least in theory, is equally applicable to the areas of police, courts, and corrections, specific expertise in these areas may not be necessary.

Required Readings

Participants are required to read the assigned materials prior to class meetings. Failure to do so can reduce the value of learning during the class session. Participants should expect to be called upon during to explain the material or to comment or discuss its applicability to one's own experience. Rational and professional discussion will be highly desirable and could earn one a higher grade in the category of class participation.

Papers

Like all graduate courses, participants should learn, or demonstrate, (depending on one's stage in academic growth) one's ability to integrate knowledge, analyze issues, and write creatively. Therefore, a well thought-out and professionally written research paper will be required. The choice of topic will be made by mutual agreement between the student

Fall 2007

and the instructor on or before **September 29** and the final paper to be submitted by **December 1**. If a student cannot think of a suitable topic, a suitable topic will be arbitrarily assigned to the student.

Attendance

Attendance for this course is required. Absence can be justified only in the case of substantiated illness. And since the course will meet only six times, absence for one session (other than illness) will reduce one's total score by 10%. Absence for more than one session may warrant a failing grade.

Tests and Grades

Graduate courses are mature and advanced courses. They are to be conducted in professional and collegial manner. Therefore the participants will be expected to contribute because they want to, rather than because they have to. Everyone is expected to act with respect, dignity, and hopefully joy. There will be a mid-term exam and a final exam that will be comprehensive, encompassing all that you will have learned. The grading system will be as follows:

- 25% for the mid-term exam
 - 25% for the final exam
 - 25% for the term paper
 - 25% for class participation
- 100% Total

Make-Up Exams

Given the format of this untraditional course, there will be no make-up exams except in extreme of emergencies.

COURSE SCHEDULE

<u>Date of Class</u>	<u>Subject</u>	<u>Materials</u>
Sunday, August 26	<i>Introduction of Course</i> General discussion of management practices . Evaluation of successful and unsuccessful Management Understanding management and managers	<u>Handouts</u>
Saturday, September 8	<i>The purpose of Administrative Systems</i> Man, Society and State Bureaucracy as the long arm of Government Systems of Social Order Compliance as Organizational Order Criminal Justice as a Hierarchy of Systems Macro and Micro Organizations and Systems <i>Organization in Administration</i> Elements of Organizations The Concepts of <i>Authority and Power</i> The distribution of authority in Bureaucracy Types of Power: Pay, Authority, and Status	<u>Wren</u> Part 1 <u>Denhardt Ch.</u> 1,2 <u>Handouts</u>
Saturday, September 29	<i>Models or Organizations</i> Weber and the Classical Model Taylor and the Scientific Management Questions of Efficiency and Humanity The <i>Administrative</i> Dilemma Mayo and Human Relations The Need for Humanitarian Management Movement vs. Motivation The Managerial Choice To be efficient and human <i>The Equilibrium of Organizations</i> Simon and Systems Model The Physiology of Dynamic Organization Complexity and Democratic Control	<u>Wren</u> Part 2 <u>Denhardt Ch.</u> 3,4,5 <u>Simon Ch.</u> 1,2 <u>Handouts</u>

Fall 2007

<u>Date of Class</u>	<u>Subject</u>	<u>Materials</u>
September 24(con't)	From Bureaucracy to Bureaupathy	
Saturday October 20	<i>Management Planning</i> Typology of Planning Facet Design of Planning <i>Management of Decision-Making</i> Microdynamics of Decision-Making Limitations of Decision-Making Decision-Making Models Management of Communications Organizational Communication Typology of Communication Barriers to Communication	<u>Wren</u> Part 3 <u>Denhardt</u> Ch. 6,7,8 <u>Simon</u> Ch. 3, 4,5 <u>Handouts</u>
<u>MID-TERM EXAM</u>		
Saturday, November 10	<i>Management of Leadership</i> Nature of Leadership Typology of Leadership Traits vs. Tasks Styles of Leadership Dilemmas of Leadership in Organizations Productivity in Administration Nature of Productivity Areas of Productivity in Criminal Justice Measurement of Productivity	<u>Wren</u> . Part 4 <u>Simon</u> 8,9,10,11 <u>O'Toole</u> Part Part One <u>Handouts</u>
Saturday, December 1	<i>Total Quality Management</i> <i>Administrative Ethics and Values</i> The Shaping of Managerial Values Toward a Civilized Administration Complexity and Choice	<u>O'Toole</u> Part Two <u>Handouts</u>

Fall 2007

<u>Date of Class</u>	<u>Subject</u>	<u>Materials</u>
Dec. 1 (con't)	Principle-based Management Values and Ethics of Administration The Administration of Excellence Humanism and Achievement Toward and Efficient and Moral Management	<u>O'Toole</u> <u>Handouts</u>
Saturday, December 15	<u>FINAL EXAM</u>	

ACADEMIC HONESTY:

<http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>

DISABLED STUDENT POLICY:

http://www.shsu.edu/~vaf_www/aps/811006.html

SERVICES FOR DISABLED STUDENTS:

<http://www.shsu.edu/~counsel/sswd.html>

STUDENT ABSENCES ON RELIGIOUS HOLY DAY POLICY:

<http://www.shsu.edu/catalog/scholasticrequirements.html#holyday>