George Mason University
Graduate Course Approval/Inventory Form

Please complete this form and attach a copy of the syllabus for new courses. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. Complete the Coordinator Form on page 2, if changes in this course will affect other units.

Please indicate:  ____ NEW  ____ MODIFY  ____ DELETE

Local Unit: Public and International Affairs/ADJ  Graduate Council Approval Date:

Course Abbreviation: JLCP  Course Number: 743

Full Course Title: Changing Justice and Security Organizations

Abbreviated Course Title (24 characters max.): Changing Just/Sec Orgs

Credit hours: 3  Program of Record: Justice, Law, & Crime Policy

Repeatable for Credit?  D=Yes, not within same term  Up to hours
____ T=Yes, within the same term  Up to hours
__ X_ N=Cannot be repeated for credit

Activity Code (please indicate):  ____ Lecture (LEC)  ____ Lab (LAB)  ____ Recitation (RCT)
____ Studio (STU)  ____ Internship (INT)  ____ Independent Study (IND)  _X_ Seminar (SEM)

Catalog Credit Format  3:3:0  Course Level: GF(500-600)  ____ GA(700+)  _X_

Maximum Enrollment: 20  For NEW courses, first term to be offered: Fall 2005
Prerequisites or corequisites: JLCP 740/PUAD790 or instructor’s permission.

Catalog Description (35 words or less) Please use catalog format and attach a copy of the syllabus for new courses.: JLCP 743 Changing Justice and Security Organizations (3:3:0). Prerequisite: JLCP 740/PUAD790 or instructor’s permission. Examines challenges of changing justice organizations, how changes have been successfully and unsuccessfully implemented in the past, and what change strategies appear to be the most effective.

For MODIFIED or DELETED courses as appropriate:
Last term offered:  Previous Course Abbreviation:  Previous number:
Description of modification:

APPROVAL SIGNATURES:
Submitted by:  ________________________________ email: smastrof@gmu.edu
Department/Program:  ________________________________ Date: __________________
College Committee:  ________________________________ Date: __________________
Graduate Council Representative:  ________________________________ Date: __________________
GEORGE MASON UNIVERSITY
Course Coordination Form

Approval from other units:

Please list those units outside of your own who may be affected by this new, modified, or deleted course. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

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Graduate Council approval: _______________________________ Date: __________

Graduate Council representative: __________________________ Date: __________

Provost Office representative: _____________________________ Date: __________
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Please indicate:  __X__ NEW  ____ MODIFY  ____ DELETE

Local Unit: Public and International Affairs  Graduate Council Approval Date:

Course Abbreviation: PUAD  Course Number: 797

Full Course Title: Changing Justice and Security Organizations

Abbreviated Course Title (24 characters max.): Changing Just/Sec Orgs

Credit hours: 3  Program of Record: Public Administration, MPA

Repeatable for Credit?  ___ D=Yes, not within same term  Up to hours
                  ___ T=Yes, within the same term  Up to hours
               _X_ N=Cannot be repeated for credit

Activity Code (please indicate):  ___ Lecture (LEC) ___ Lab (LAB)  ___ Recitation (RCT)
                  ___ Studio (STU)  ___ Internship (INT)  ___ Independent Study (IND)  _X_ Seminar (SEM)

Catalog Credit Format  3:3:0  Course Level:  GF(500-600) ___ GA(700+)  _X_

Maximum Enrollment: 20  For NEW courses, first term to be offered: Fall 2005

Prerequisites or corequisites:  JLCP 740/PUAD790 or instructor’s permission.

Catalog Description (35 words or less)  Please use catalog format and attach a copy of the syllabus for new courses.:  PUAD 797 Changing Justice and Security Organizations (3:3:0). Prerequisite: JLCP 740/PUAD790 or instructor’s permission. Examines challenges of changing justice organizations, how changes have been successfully and unsuccessfully implemented in the past, and what change strategies appear to be the most effective.

For MODIFIED or DELETED courses as appropriate:
Last term offered:  Previous Course Abbreviation:  Previous number:
Description of modification:

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Submitted by:  ________________________________  email: smastrof@gmu.edu
Department/Program:  ____________________________________  Date: __________________
College Committee:  ____________________________________  Date: __________________
Graduate Council Representative:  ________________________________  Date: ________________
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Graduate Council representative: ______________________ Date: _________

Provost Office representative: ________________________ Date: _________
JLCP 743/PUAD 797  
Changing Justice and Security Organizations

Topic Description
Despite our everyday experiences with organizations, there is a remarkable diversity of opinion about how to change organizations. In this course, students will examine theory and research on organizational change in the justice arena. Changing justice organizations has been likened to “bending granite.” Students in this course will examine the evidence for that assertion, learning whether justice organizations can change, how changes have been successfully and unsuccessfully implemented in the past, and what change strategies appear to be the most effective.

Course Prerequisites
JLCP 740/PUAD 790 or instructor’s permission.

Course Objectives and Learning Methods
This course requires students to examine organizational change theories, the role of leadership in organizational change and the relationship between organizational culture and change. We will utilize selected readings and case studies to analyze the complexity of change in justice and security organizations. Most importantly we will provide the opportunity for students to further develop competencies in assessing and implementing change in justice and security organizations.

The course will be a mixture of lectures, class discussions, panel discussions, student presentations and guest speakers. Class participants will be expected to read all required readings in advance of the class meetings. The class will require significant student interaction and participation.

Course Requirements and Grading

X  Students will select a justice or security organization with which they are familiar or interested in and based upon theory set forth in readings for this course analyze the culture of that organization, identifying obstacles to change and develop a change strategy. The results will be documented in a 10-15 page paper and presented to the class. (25% of final grade)

X  Students will prepare a 20-30 page research paper involving class themes. Topics will be approved mid-way through the semester, with the final paper due at the end of the term. Sources and research materials must be different than those presented in class (55 % of final grade).

X  Students must come to class having read the day’s material and prepared to participate in class discussion. Throughout the term students will take responsibility for leading class discussion (20 % of final grade).
**Assigned Texts/Readings**

**Texts**


**Readings**

(Listed readings are required. Additional readings may be assigned by the instructor.)


**Outline of Topics**

Part 1: Examination of Theories

Week 1
Introduction

Week 2
Organizational Change Theory

Week 3
Organizational Change Theory

Part 2: Organizational Relationships

Week 4

Week 5
Leadership in organizational change

Week 6
Organizational Change and Leadership

Week 7
Organizational Change and Culture

Week 8
Organizational Change and Culture

Week 9
Organizational Change and Power

Week 10
Changing Justice Organizations: Police

Week 11
Changing Justice Organizations: Prisons
Week 12
Student presentations of research papers.

Week 13
Student Presentations of research papers

Week 14
Overview and Conclusions

Honor Code

I believe very strongly in the principle of academic integrity, and I will simply not accept ANY violations of the University Honor Code in my class. The Honor Code contains provisions on cheating, lying, plagiarizing, and stealing. If I witness any violations of the Honor Code, I will follow the standard reporting procedures as outlined in the most recent edition of the George Mason University Catalog.
I am operating on the assumption that you have read the Honor Code. If you have not, please do so immediately.
Catalog Course Description

JLCP 743/PUAD 797 Changing Justice and Security Organizations (3:3:0). Prerequisite: JLCP 740/PUAD790 or instructor’s permission. Examines challenges of changing justice organizations, how changes have been successfully and unsuccessfully implemented in the past, and what change strategies appear to be the most effective