

**THE UNIVERSITY OF TENNESSEE, KNOXVILLE
COLLEGE OF SOCIAL WORK**

**SW 617 – Clinical Management
3 credit hours
Spring, 2018**

Instructor: Freida Herron, DSW, MBA, LCSW
Class Time: Wednesdays, 6:30 p.m. (Eastern)
Office Hours: Available by appointment

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The syllabus for SW617 is not considered final until after the first meeting

Code of Conduct

It is the student's responsibility to have read the College of Social Work Ethical Academic and Professional Conduct Code that is in the College of Social Work DSW Handbook (<http://www.csw.utk.edu/docs/DSWHandbook.pdf>).

The Honor Statement

An essential feature of The University of Tennessee is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. As a student of the University, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity. (*Hilltopics*).

University Civility Statement

Civility is genuine respect and regard for others: politeness, consideration, tact, good manners, graciousness, cordiality, affability, amiability and courteousness. Civility enhances academic freedom and integrity, and is a prerequisite to the free exchange of ideas and knowledge in the learning community. Our community consists of students, faculty, staff, alumni, and campus visitors. Community members affect each other's well-being and have a shared interest in creating and sustaining an environment where all community members and their points of view are valued and respected. Affirming the value of each member of the university community, the campus asks that all its members adhere to the principles of civility and community adopted by the campus: <http://civility.utk.edu>

Disability

If you need course adaptations or accommodations because of a documented disability or if you have emergency information to share, please contact The University of Tennessee's Office of Student Disability Services at 100 Dunford Hall (865) 974-6087. This will ensure that you are properly registered for services.

Dimensions of Diversity

The College of Social Work and the University of Tennessee welcome and honor all people. In accordance with the U.S. National Association of Social Workers (NASW) and the U.S. Council on Social Work Education (CSWE 2015 Educational Policy Statement), "the dimensions of diversity are understood as the intersectionality of multiple factors including" age, class, color, culture, mental or physical disability and ability, ethnicity, gender, gender expression, gender identity, immigration status, marital status, national origin, political ideology, race, regionality, religion and spirituality, sex, sexual orientation, and tribal sovereign status. The College values intellectual curiosity, pursuit of knowledge, and academic freedom and integrity. "A person's

diverse life experiences may include oppression, poverty, marginalization, and alienation as well as privilege, power, and acclaim” (CSWE 2015 Educational Policy Statement). The College of Social Work promotes social justice and social change, and strives to end discrimination, oppression, poverty, and other forms of social injustice.

Plagiarism

It is assumed that all of your work is original for every assignment, including papers, discussion board postings, and quizzes, and that you are aware of appropriate citation rules. If you are not *completely* familiar with citation rules, please review them at the UT Library web site: <http://writingcenter.utk.edu/for-students/citingsources/>. Please be aware that copying material verbatim from the web is considered plagiarism unless it is appropriately cited as verbatim material. The Canvas Learning Management System now provides the means for automatically scanning submitted assignments to determine if they include plagiarized material. Please assume that your material will be automatically scanned when it is submitted.

Course Description

This course is designed to develop the professional capabilities required for clinical management practice in a variety of settings. The first segment of the course is devoted to building a baseline understanding of management theories. The second section creates opportunities to deepen the student’s grasp of general management competencies, skills and techniques as well as the unique aspects of managing in clinical settings. The final portion of the course focuses on financial management (e.g., income statements, balance sheets, budgeting) and strategic planning skills. In-class sessions will utilize lecture, discussion and group participation exercises to facilitate learning. Other developmental experiences will include reading, discussion boards, case write-ups, a group project and examinations.

Course Rationale

The Doctor of Social Work degree program at the University of Tennessee’s College of Social Work is intended to develop a blend of advanced clinical practice skills and organizational leadership capabilities. This course is intended to equip students to be more effective managers in existing roles and to increase readiness for new responsibilities as opportunities emerge. While the course rests on a foundation of management theory, SW617 places a heavy emphasis on practical skills such as human resources management, budgeting and strategic planning.

Course Competencies

By the completion of this course, students will have gained competencies required to:

1. Identify and understand key management theories and how theories relate to practice;
2. Identify, understand and demonstrate core management skills and competencies;
3. Demonstrate an understanding of the unique aspects of managing clinical teams;
4. Demonstrate an understanding of the major elements of financial documents such as income statements, balance sheets and cash flow statements;
5. Understand the budgeting process (terms, types, cycles, etc.);
6. Develop and demonstrate a working understanding of strategic planning approaches.

Course Competencies

By the completion of this course, students are expected to be able to:

1. Provide an overview of management in social services organizations by reviewing practical examples and case studies of administrative activities.
2. Analyze how strategic planning, financial oversight and human resources management contribute to and sustain organizations. Identify specific processes and methods that can improve the functioning of clinical organizations.
3. Understand how the managerial functions of (1) planning, (2) organizing, (3) leading, and (4) controlling are applied to functional responsibilities such as financial management, personnel oversight, and human resource practices.

Course Requirements and Instructional Policies

This is an online class supported by the Canvas Learning Management System and Zoom videoconferencing technology. Students are expected to attend classes, participate (discussions, classroom exercises, group work) and to complete all assignments. Please note that the course is outlined in the syllabus, but the instructor may assign additional readings and other activities as the course progresses over the semester.

For your convenience, the Zoom will open 15 minutes before the listed start time and class will begin promptly 6:30 p.m., Eastern. Zoom sessions will be recorded and accessible on a YouTube playlist link on Canvas. Plan to be available for Zoom sessions from a quiet location. Attempting to attend class while driving, in an airport or other public setting creates a distracting environment for the student and for the other members of the class.

Late Quizzes and Discussion Boards will not be accepted. Written assignments may be turned in up to 3 calendar days past the due date, however each late day will cause the assignment to lose 10% of its original value. Extensions of time for an assignment due to medical or personal emergencies are made at the discretion of the instructor. A student seeking an extension should consult with the instructor *in advance*. Technical difficulties are not an acceptable excuse for turning late assignments. **Technical inquiries should be directed to the OIT helpdesk.**

Required Textbook

Miles, J.A. (2012). *Management and Organization Theory: A Jossey-Bass Reader*. San Francisco, CA: Jossey-Bass. (Available as an e-book through Amazon)

Grading Scale for SW617

A	(97-100) - Superior/exceptional; exceeds course expectations
A-	(93-96) - Excellent; almost always exceeds course expectations
B+	(90-92) - Very good; mostly exceeds course expectations
B	(85-89) - Good; consistently meets expectations for the course
C+	(80-84) - Average; grasp of material is uneven; inconsistently meets course expectations
C	(70-79) - Poor; Student does not grasp material; often fails to meet course expectations
F	(69 and below) – Very poor; expectations for the course are not met

Module Snapshots

	Classes: 6:30 p.m., Eastern	Assignments/Activities
Module 1 Snapshot <i>Theme: Management Theory</i>	<ul style="list-style-type: none"> • Zoom: 1/10/18 • Work Week: 1/17/18 • Zoom: 1/24/18 	<p><u>Reading for the Module:</u></p> <ul style="list-style-type: none"> • Fisher (2009) • Miles (2012), <u>Chapters:</u> 6, 7, 8, 12, 15, 19, 25, 27, 28, 32 <p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Discussion Board 1: Open 1/10 to 1/21/18 • Theory Exam: Open 1/24 to 1/28/18
Module 2 Snapshot <i>Managerial Competencies</i>	<ul style="list-style-type: none"> • Zoom: 1/31/18 • Zoom: 2/7/18 • Work Week: 2/14/18 • Zoom: 2/21/18 • Zoom: 2/28/18 • Work Week: 3/7/18 	<p><u>Reading for the Module:</u></p> <ul style="list-style-type: none"> • Wimpfheimer (2004); Stowe (2010); Knee (2014); Packard (2014); Richardson (2010); Francois, E.J. (2014), Chapter 17; Selden (2011); Austin (2012); Ezziane (2012); Andreatta (2010); Allen (2013) • Additional resources available in “Optional Reading” folder on Canvas <p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Discussion Board 2: Open 1/31/18 – 2/11/18 • Case Analysis 1: Due 2/18/18 • Case Analysis 2: Due 3/11/18
Module 3 Snapshot <i>Financial and Strategic Management</i>	<ul style="list-style-type: none"> • Spring Break (no Zoom): 3/12/18 • Zoom: 3/21/18 • Zoom: 3/28/18 • Zoom: 4/4/18 • Group Work: 4/11/18 • Group Work: 4/18/18 • Zoom: 4/25/18 (Group Presentations) 	<p><u>Reading for the Module:</u></p> <ul style="list-style-type: none"> • Germak (2014), Chapter 2; Francois, (2014), Chapters 7 – 10; Kluger (2006); Bryson (2010); Kearns (1992); Breda (2000); Packard (2008); Brandenberger (2002); Grant (2008). • Additional resources available in “Optional Reading” folder on Canvas <p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Financial Exam: Open 4/4/18 – 4/8/18 • Group Presentation: Due 4/25/18 • Group Paper: Due 5/5/18

Assignment	Points Available
Management Theory Exam	10
Discussion Boards (2 @ 7.5 points/Board)	15
Case Analysis Write-ups (2 @ 15 points/case)	30
Financial Concepts Exam	10
Group Project, Part 1: Strategic Plan Presentation	10
Group Project, Part 2: Strategic Plan Paper	20
Professionalism	5
Total Points Available	100

Assignment Details:

1. Discussion Boards (2 @ 7.5 points per discussion board)

Two Discussion Boards will be used in SW617 and students should create substantive responses that integrate concepts from the assigned materials and bring in supporting ideas from additional scholarly sources. Please respond to the Discussion Board posts of at least three class members and answer colleagues who have commented on *your* discussion thread. Discussion boards will close at 11:59 p.m. (EST) on the scheduled dates.

A note about Discussion Board participation: These assignments are meant to build critical thinking/analysis skills and to foster lively discussions among class members. The intent of the assignment is thwarted when students wait until very late in the discussion cycle (e.g., final day of the discussion cycle) to make initial posts and/or write responses to classmates' posts.

2. Management Theory Exam (10 points available)

This exam will be given at the end of Module 1 to test your knowledge of key management theories covered in the assigned readings from the text (Miles, 2012) and from Fisher (2009). The 10 questions are formatted as multiple choice or true/false. The exam is timed (90 minutes) and will be available on the dates listed in the Module Snapshot on page 4 of the syllabus.

3. Case Analysis Papers (2 @ 15 points per paper)

In Module 2, two portfolios of case documents will be distributed that present challenging management scenarios. Students will review the documents in each portfolio and prepare a case analysis paper. Detailed case questions, instructions and grading standards are included in each portfolio. The first and second case analysis papers will be due on the dates listed in the Module Snapshot on page 4 of the syllabus.

4. Financial Concepts Exam (10 points available)

This exam will test your knowledge of high level concepts related to types of budgets and major financial documents covered in Module 3 reading and classes. The format will be multiple choice and the exam will be available on the dates listed in the Module Snapshot on page 4 of the syllabus. This exam is timed and will allow students 90 minutes to complete 10 questions.

5. Group Project – (2 parts, total of 30 points available)

The final assignment in the course will use a portfolio of case documents as the basis for a two-part group project. The objective of the assignment is to analyze the issues posed in the case and to make a clinical management decision recommendation. The rationale for the decision will be supported by concepts that have been learned during the course.

- **Part 1** (10 points): Each group will develop and present a clinical management decision recommendation during 20 minutes of class time on 4/25/18 (PowerPoint versions of each group's presentation are due on Canvas at the end of class).
- **Part 2** (20 points): Each group will prepare a paper that details the rationale for the clinical management decision recommendation (due 5/5/18, 11:59 p.m., EDT).

The group project will be discussed in class at the beginning of Module 3. Written instructions and grading rubrics will be included in the portfolio of case documents.

6. Professionalism (5 points available)

During the initial class meeting we will begin the process of establishing professionalism norms for the course. The collaboratively established professionalism norms will be posted on Canvas and will be used as a basis for awarding professionalism points.