

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

SW 541 - - Leadership and Management in the Human Services  
Fall Semester 2002 – SW 541 – Section # 02997

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**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*, 2002).

**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 Office of Disability Services at BB9 General Education Building at (901) 448-5056. This will ensure that you are properly registered for services.

**Course Description**

This course focuses on social work management practices and leadership skills required in the development and management of human service delivery systems. It is one of three required courses for management and community practice concentration students. The basic theoretical premise is the ecological perspective that recognizes the interplay between person and environment. It builds on the macro social work practice foundation that focuses on group, organizational, and community theories and strategies for change. Course content includes theories of leadership, communication, conflict, team building, community collaboration, ethics, diversity issues, strategic management, human resource management, and community and organizational development. Prerequisite: Completion of foundation.

**Course Rationale**

This is a required course in the management and community practice concentration. It prepares students for assuming leadership roles in human service and social change delivery systems. Social work managers, coordinators, supervisors, and community organizers and practitioners need a working knowledge of contemporary management practices and leadership skills. It is critical that leaders in the human services develop an effective style of leadership and acquire the competence and skills necessary to assist in the management of human services and social change organizations.

## Course Objectives

Upon completion of the course, students will demonstrate:

1. Knowledge of contemporary theories of leadership and management.
2. Skill in the application of theoretical principles of leadership and management within human service and social change organizations.
3. The development of an awareness of one's own primary style of leadership including strengths and counterproductive tendencies.
4. Skill in the application and integration of professional values and principles of ethics within community and organizational practice settings.
5. The development of an awareness of cultural diversity and factors affecting vulnerable populations and their impact on management practice and program development.
6. Knowledge and application of sound management practices within the organizational functions of personnel, resource allocation, information technology, and decision making.
7. Skill in the application of principles of strategic planning to assess the organizational and community environment.
8. Skill in the development and application of organizational and community change strategies based on theories of management.
9. The development of an awareness of the interplay between organizational dynamics and community practice settings.
10. Skills which utilize the major components of employee relations functions within organizational dynamics and community practice settings.
11. Assessment skills of internal and external factors and their impact on organizational and management practice.
12. Skill in the utilization of techniques of team building, collaboration, cooperation, and coordination within organizational and community practice settings.
13. Knowledge of public policies and design and implementation of programs related to these policies within human service and social change organizations.

## COURSE EXPECTATIONS FOR STUDENTS

1. Students are expected to attend all class sessions and to arrive on time, unless the student has notified the instructor in advance.
2. Students are expected to complete all assigned readings before coming to class.
3. Students are expected to complete and submit assignments on time within the guidelines provided.
4. Students should use the Publication Manual of the American Psychological Association, (5<sup>th</sup> edition), as a guide for writing papers and citing sources. Assignments are to be typed, double-spaced and use inclusive language.
5. Students are expected to offer the instructor clear, constructive feedback on the class.

**STUDENT EVALUATION:****GRADING SCALE:**

Attendance/In-Class Activities	10%	A	=	100-93%
<b>Leadership Self-Assessment</b>	<b>20%</b>	<b>B+</b>	=	<b>92-88%</b>
<b>Mid-Term Exam</b>	<b>20%</b>	<b>B</b>	=	<b>87-80%</b>
<b>Program Proposal</b>	<b>30 %</b>	<b>C+</b>	=	<b>79-74%</b>
<b>Program Proposal Defense</b>	<b>20%</b>	<b>C</b>	=	<b>73-70%</b>
	100%	D	=	< 70%

The evaluation of student competencies will be based on: a) in-class skill building and knowledge acquisition activities, b) leadership self-assessment, c) **mid-term exam**, d) program proposal, and d) program proposal defense.

**COURSE REQUIREMENTS AND GRADING:****In-Class Activities:**

All students are expected to participate in small group and discussion activities designed to develop or reinforce social work knowledge, assessment skills, and values.

**Leadership Self-Assessment:**

Using the assessment tools discussed in class and in required readings, students will conduct a self-assessment of their leadership characteristics, style, and skills. The assessment document may not exceed 5 typed, double-spaced, and grammatically correct pages. Students are expected to apply current theories of leadership discussed in class and in required readings, as well as from the selected bibliography and professional journals. The self-assessment document should culminate in a self-development plan. Logic modeling must be applied to the self-development plan. Therefore, specific goals, related objectives, inputs, methods, and short term outcomes must be stated. Opportunities to achieve stated goal and objectives must be identified within the context of your field placement setting. Self-Assessment is due by the end of session **5**.

**\*Mid-Term Examination:**

**In class mid-term exam will be given during session 7. Graded exams will be returned by the end of session 8.** The in-class exam will require students to demonstrate knowledge of macro theories, the application of theoretical principles in the area of leadership e.g., organizational development, decision-making, and management of planned change strategies. Exam format will be multiple choice.

**\*Program Proposal:**

**Proposals are due by the end of session 12.**

**\*Program Proposal Defense:**

**Oral Defense (Class Presentations) of Proposals will occur during**

## **sessions 12 - 14.**

\* While additional details regarding these course requirements will be reviewed in-class, specific instructions for Program Proposal/Defense can be accessed OnLine @UT under Assignments.

### **REQUIRED TEXT:**

Edwards, R. L., Yankey, J. A., & Altpeter, M. A. (Eds.). (1998). Skills for effective management of non-profit organizations. Washington, D C: NASW Press.

### **COURSE CALENDAR, TOPICAL OUTLINE, AND READINGS :**

**Session 1** Overview of the course

Week of 8/26/02

**Session 2** Leadership/Management Theories and Concepts

Week of 9/2/02

**Readings:** Edwards, Yankey, & Altpeter: Chapter 1

Weinbach, R. W. (2002). Leading. In R. W. Weinbach, The social worker as manager: A practical guide to success (4<sup>th</sup> ed., pp. 241-262). Boston: Allyn and Bacon.

Belenky, M. F., Bond, L. A., & Weinstock, J. S. (1997). The philosophy and practice of developmental leadership. A tradition that has no name: Nurturing the development of people, families, and communities (pp. 258 - 292). New York: Basic Books.

**Bass, B. M. (1990). [Topologies and taxonomies of leadership; An introduction to theories and models of leadership]. In Bass and Stogdill's Handbook of leadership: Theory, research, and managerial applications (3<sup>rd</sup> ed., pp. 21 - 55). New York: The Free Press.**

**Session 3** Decision-making

Week of 9/9/02

Ethics: Competing Values  
Critical Thinking

**Readings:** Edwards, Yankey, & Altpeter: Chapters, 12, 19, & 20

Congress, E. P. (1999). Ethical Dilemmas in Supervising and managing. In Elaine P. Congress. Social Work Values and Ethics: Identifying and resolving professional dilemmas (pp. 141-150). Chicago: Nelson-Hall.

Reamer, F. C. (1993). Moral Philosophy. In Frederic G. Reamer, The philosophical foundations of social work (pp. 39-81). New York: Columbia University Press.

Gambrill, E. (1997). Critical Thinking. In Eileen Gambrill, Social work practice: A critical thinker's guide (pp. 125-150). New York: Oxford University Press.

**Session 4**                    Techniques and Models of Leadership/Management  
Week of 9/16/02            Total Quality Management/Alpha Style and Beta Style/Management By Objectives

**Readings:**            Edwards, Yankey, & Altpeter: Chapter 25

Bombyk, M. J., & Chernesky, R. H. (1985). Conventional cutback leadership and the quality of the workplace: Is beta better? Administration in Social Work, 9(3), 47 - 56.

**Session 5**                    Organizational Development and Culture  
Week of 9/23/02            Mission and Service Delivery  
   Logic Modeling

**Readings:**            Edwards, Yankey, & Altpeter: Chapters 2, 3, 4, & 16

Huse, E. F. (1975). Organizational development and improvement. In Edgar F. Huse, Organizational development and change (pp. 7-29). St. Paul, MN: West Publishing Co.

### **Leadership Self-Assessment Due**

**Session 6**                    Managing Planned Change  
Week of 9/30/02

**Readings:**            Edwards, Yankey, & Altpeter: Chapters 14, 21, 23, and 24

Ryan, Wm. P. (1999, January/February). The new landscape for non-profits. Harvard Business Review, 127-136.

**Session 7**                    **Mid - Term**  
Week of 10/7/02

**Session 8**                    Community Development/Practice  
Week of 10/14/02        Marketing/Media

**Readings:**            Edwards, Yankey, & Altpeter: Chapter 6

Breton, M. (2001). Neighborhood resiliency. Journal of Community Practice, 9(1), 21-36.

Staral, J. M. (2000). Building on mutual goals: The intersection of community practice and church-based organizing. Journal of Community Practice, 7(3), 85-95.

O'Donnell, S. M., & Karanja, S. T. (2000). Transformative community practice: Building a model for developing extremely low income African American communities. Journal of Community Practice, 7(3), 67-84.

Kledaras, C. G. (1985). The Salesmanship of Social Work. In Wm. J. Winston (Ed.), Marketing strategies for human and social service agencies (pp. 103-115). New York: The Haworth Press.

Rogers, S. C. (2001). Marketing strategies, tactics, and techniques: A handbook for practitioners (pp. 283-333). Westport, CT: Quorum Books.

**Session 9** Diversity Issues V. Cultural Competence in Human Services Management  
Week of 10/21/02

**Readings:**

Jamieson, D., & O'Mara, J. (1991). Portraits of Diversity: Today's new workforce. In Managing workforce 2000: Gaining the diversity advantage (pp. 13-31). **San Francisco: Jossey-Bass Publishers.**

Seck, E. T., Finch, W. A., Jr., Mor-Barak, M. E., & Poverny, L. M. (1993). Managing a diverse workforce. Administration in Social Work, 17(2), 67-79.

MacNair, R. H., Fowler, L., & Harris, J. (2000) The diversity functions of organizations that confront oppression: The evolution of three social movements. Journal of Community Practice, 7(2), 71-88.

**Session 10** Human Resource Management  
Week of 10/28/02 Recruiting and Retaining Effective Employees  
Evaluating Employee Performance  
Dismissing Problem Employees

**Readings:** Edwards, Yankey, & Altpeter: Chapters 8, 9, 10, and 11

Fernandez, H. C. (1990). "Family sensitive" polices can attract employees to human service organizations. Administration in Social Work, 14(3), 47-66.

**Session 11** Human Resource Management (Continued)  
Week of 11/4/02 Managing Time  
Conflict Resolution

**Readings:** Edwards, Yankey, & Altpeter: Chapter , 22

Brody, R. (2000). Communication and conflict. In Ralph Brody, Effectively managing human service organizations (2<sup>nd</sup> ed., pp. 267-286). Thousand Oaks, CA: Sage Publications.

Bresnahan, E. (1999). Putting your body on the line: A mediation on "Hostile Environment" sexual harassment in working-class perspective. NWSA Journal, 9, 64-69.

**Brashear, F. (1995). Supervision as social work practice: A reconceptualization. Social Work, 40(5), 692-699.**

**Session 12**

Week of 11/11/02 ---- **Program Proposal Due** & Class Presentations Commence

### Session 13

Week of 11/18/02 ---- Class Presentations

### Session 14

Week of 11/25/02 ---- Class Presentations

## Bibliography

Albrecht, , K. (1983). Organizational development: A total systems approach to positive change in any business organization. Englewood Cliffs, NJ: Prentice-Hall, Inc.

Alter, C., & Egan, M. (1997). Logic modeling: A tool for teaching critical thinking in social work practice. Journal of Social Work Education, 33(1), 85-102

Arches, J. (2001). Powerful partnerships. Journal of Community Practice, 9(2), 15-30.

Austin, D. A., (1995). Management overview. In NASW, Encyclopedia of Social Work (pp. 1642-1658). New York: National Association of Social Work.

**Bennis, W. G. (1989). Learning some basic truisms about leadership. In W. G. Bennis, Why leaders can't lead: The unconscious conspiracy continues. San Francisco: Jossey-Bass Publishers.**

Brown, L. D. (1983). Managing conflict at organizational interfaces. Reading, MA: Addison-Wesley Publishing Co.

Burns, M. J.(1978). Transactional and transforming leadership. In James MacGregor Burns, Leadership (pp.19-20). **New York: Harper Collins Publishers, Inc.**

Castelloe, P., & Prokopy, J. (2001). Recruiting participants for community practice interventions: Merging community practice theory and social movement theory. Journal of Community Practice, 9(2), 31-48.

Darr, K. (1997). Ethics in Health Services Management, (3<sup>rd</sup> ed.). Baltimore: Health Professions Press.

Donohue, Wm. A., (with Kolt, R.). (1992). Managing interpersonal conflict. Newbury Park, CA: Sage Publications.

Galambos, C. M., & Hughes, S. L. (2001). Using political and community activism to develop leadership skills in Women. Race, Gender & Class, 7(4), 18-35.

Ginsberg, L., & Keys, P. R. (Eds). New management in human services (2<sup>nd</sup>. ed.). Washington, DC: National Association of Social Work Press.

Golembiewski, R. T., & Eddy, WM. B. (1978). Organizational Development in public administration (Parts I, 2). New York: Marcel Dekker, Inc.

Gummer, B. (1998). Current perspectives on diversity in the workforce: How diverse is diverse? Administration in Social Work, 22(1), 83-100.

Haag, A. M. (1997). The impact of electronic networking on the lesbian and gay community. In J. D. Smith, & R. J. Mancoske (Eds.), Rural gays and lesbians: Building on the strengths of communities (pp. 83-94). Binghamton, NY: Harrington Park Press.

Hoefler, R. (2001). Highly effective human services interest groups: Seven key practices. Journal of Community Practice, 9(2), 1-13.

Hopkins, W. E. (1997). Ethical dimensions of diversity. Thousand Oaks, CA: Sage Publications.

Kirst-Ashman, K., & Hull, G. H., Jr. (2001). Generalist practice with organizations and communities. Belmont, CA: Wadsworth (Brooks/Cole) Thomson Learning.

Mallon, G. P. (1999). A call for organizational transformation. In G. P. Mallon (Ed.), Social services with transgendered youth (pp. 131-142). New York: Harrington Park Press.

Mizrahi, T. (2001). The status of community organizing in 2001: Community practice context, complexities, contradictions, and contributions. Research on Social Work Practice, 11(2), 176-189.

Parsons, R. J. (1991). The mediator role in social work practice. Social Work, 36(6), 483-487.

Pillari, V., & Newsome, M., Jr. (1998). Human behavior in the social environment: Families, groups, organizations, and communities. Pacific Grove, CA: Brooks/Cole Publishing Co.

Skidmore, R. A. (1995). Social work administration: Dynamic management and human relationships. Boston: Allyn & Bacon.

Wolf, T. (1999). Managing a nonprofit organization in the twenty-first century. New York: Fireside/Simon & Schuster, Inc.

Woodside, M., & McClam, T. (2002). An introduction to human services (4<sup>th</sup> ed.). Pacific Grove, CA: Brooks/Cole.