

THE UNIVERSITY OF TENNESSEE COLLEGE OF SOCIAL WORK

**SW 541 – Leadership and Management in the Human Services
Fall, 2002**

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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 CSW MSSW handbook (www.csw.utk.edu).

Honor Statement

An essential feature of the University of Tennessee, Knoxville, 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 Accommodations

If you need course adaptations or accommodations because of a documented disability or if you have emergency information to share, please contact the Office of Disability Services at (865) 974-6087. This contact will insure 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 3 required core 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 through examinations, presentations, class discussions and exercises, written assignments, agency field visits and collaborations and other activities as deemed necessary:

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 and environmental factors.
10. Skills which utilize the major components of employee relations functions within organizational 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 implement programs related to these policies within human service and social change organizations.

Course Requirements

A. Course Format and Assignment:

The class will include lectures, class discussions, and student presentations.

Basic text and readings are listed in the bibliography. In addition to assigned articles, students are encouraged to read independently from the selected bibliography and professional journals.

Requirements include:

Leadership self-assessment and development plan	25%
Mid-term examination	25%
Class presentation on leadership	25%
Final examination	25%
Total	100%

Leadership Self-Assessment and Development Plan

Using the assessment tools discussed in class and in the required readings, students will conduct a self-assessment of their leadership characteristics, style and skills. Student leadership strengths and areas for improvement should be identified specifically within the paper. Self-assessments must include thoughtful consideration of personal and professional values and views regarding leadership. This assessment will culminate in the creation of a self-development plan. Self-development plans must reflect specific goals to be achieved, objectives related to each goal, and identified time frames for achieving these goals. Opportunities to achieve these goals must be identified with a particular emphasis on the field placement setting. The student should apply current theories of leadership discussed in class and in the required readings in the writing of the assessment and development plan. The length of the paper should be 7 – 10 pages; typed, double-spaced with no spelling or grammar errors. Due date: **October 17, 2002**

Group Presentations on Leadership Topic

Students will select a group of 4 – 6 students to work on the preparation and delivery of a class presentation. The purpose of these group presentations is to provide students with an opportunity to pursue a leadership/management related topic of interest and to gain experience working in teams. Presentations should be no more than 60 minutes in length including time for class discussions and questions.

Important points to cover in the presentation:

1. Historical information on the topic.

2. Relevancy of the topic to management of human service organizations.
3. A discussion of leadership or organizational theories that relate to the topic.
4. Application of the topic to management. How can managers incorporate this information into practice.
5. Identify the current management trends related to the topic.
6. Include a role play of a situation likely to be encountered by a manager within the chosen topic area. (i.e. effective supervisory conference, board/executive director communication, etc.)

The topic choices are listed below:

1. Use of volunteers in organizations
2. Creating/using coalitions
3. Implications of EEOC, Affirmative Action, and federal legislation on employment practices.
4. Role of supervision in human service organizations.
5. Recruitment/retention issues
6. Dealing with problem employees.
7. Understanding the concept of customer service and its influence in human services.
8. Understanding the roles of boards of trustees.
9. Violence in the workplace.
10. Managing with resource constraints.
11. Managing an organization in a politically hostile environment.
12. The impact of the ADA on nonprofit organizations.
13. Legal considerations in managing a nonprofit organization.

Students are free to consider topics not included on this list, but instructor permission is required. In order to avoid duplication, topic assignments will be determined in class October 17. Please know your group composition before the October 17th class.

B. Course Expectations:

Students will be expected to: 1) Complete assigned readings in preparation for each class, 2) Attend and participate in class discussions/activities, 3) Complete all assignments.

Required Texts:

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

Ginsberg, L., Keyes, P.R. (Eds.) (1995). New management in human services. Washington, D.C. : NASW Press.

Course Outline and Assigned Readings:

Week 1: August 22

Introduction to course

Review syllabus, class assignments, and readings
Distinguishing leadership from management skills
Internet Exercise

Texts:

Edwards, Yankey, & Altpeter: Introduction and Appendix
Ginsberg & Keys: Preface, Chapter 2, Chapter 3, Chapter 15

Week 2: August 29

Theories and Concepts of Leadership/Management

Organizational Theories
Managerial Skills within an Organizational Hierarchy
Competing Values Framework

Texts:

Edwards, Yankey, & Altpeter: Chapter 1
Ginsberg & Keys: Chapter 1

Readings:

Belenky, M.F., Bond, L.A. & Weinstock, J. S. (1997). A tradition that has no name, Chapter 10: The philosophy and practice of developmental leadership, 258 – 292.

Pillari, V. & Newsome, M. (1998). Organizations. In Human Behavior in the Social Environment, Families, Groups, Organizations, and Communities. Pacific Grove, CA: Brooks Cole, 129 – 172.

Bass, B.M. (1990). Handbook of leadership, theory, research, and managerial applications, Chapters 1-3 (Concepts of Leadership, Topologies and Taxonomies of Leadership, Introduction to Theories and Models of Leadership), pp. 3 –55.

Week 3: September 5

Techniques and Models of Management and Leadership

Japanese Quality Management
Total Quality Management
Strategic Planning

Texts:

Edwards, Yankey, & Altpeter: Chapter 21 & 25
Ginsberg & Keys: Chapters 10 & 11

Week 4: September 12**The Ethics of Management****Team Management**

Group Decision Making
Conflict Resolution

Texts:

Edwards, Yankey, & Altpeter: Chapters 9 & 12
Ginsberg & Keys: Chapters 5 & 9

Readings:

Darr, K. (1991). Moral philosophies and principles, 15 –27. In Ethics in Health Services Management. Baltimore: Health Professions Press.

Darr, K. (1991). Resolving ethical issues, 29 – 41. In Ethics in health services management. Baltimore: Health Professions Press.

Congress, E. (1999). Ethical dilemmas in supervising and managing.

United Way Code of Ethics

Week 5: September 19**Diversity Issues in Human Services Management**

Workforce Changes
Diversity in the Workplace
Employment Discrimination

Texts:

Edwards, Yankey, & Altpeter: Chapter 10
Ginsberg & Keys: Chapters 7 & 8

Readings:

Mallon, G.P. (1999) A call for organizational trans-formation. In Mallon, G.P. Social Services with Transgendered Youth 131-142

Gummer, B. (1998). Current perspectives on diversity in the workforce: How diverse is diverse? Administration in Social Work, 22 (1), 83 – 101.

Hopkins, W. E. (1997). Ethical dimensions of diversity, Chapter 6: Managerial ethics and diversity.

Seck,E., Finch, W., MorBarak, M. & Poverny, L. Managing a Diverse Workforce.

Acker, J. (1999) Rewriting class, race and gender problems in feminist rethinking. In Ferrer, M., Lorber, J., & Hess, B. Revising Gender.

Galambos, C. & Hughes, J. (2001) Using political and community activist to develop leadership skills in women. Race, Gender & Class, 7 (4) 18-35

Bresnahan, E. Putting your body on the line: a meditation on “hostile environment” sexual harassment in working-class perspective. National Women’s Studies Association Journal, 9, (2) 64-69

Week 6: September 26

Mid-term examination

Week 7: October 3

Human Resource Management

Recruiting and Selecting Effective Employees

Evaluating Employee Performance

Dismissing Problem Employees

Managing Time

Interpersonal Conflict

Conflict Resolution

Text:

Edwards, Yankey, & Altpeter: Chapters 8, 11, 13, & 22.

Readings:

Ware, J. & Barnes, L.B. Managing Interpersonal Conflict.

Ware, J. Problem Solving and Conflict Resolution in Groups.

October 10 –11 Fall Break

Week 8: October 17

Organizational Development and Strategic Management

Directing and Coordination
Information and Facilities Management
Resource Development
Managing Organizational Conflict

Texts:

Edwards, Yankey, & Altpeter: Chapters 3, 4, 16, 17, 19, & 20
Ginsberg & Keys: Chapter 6

Readings:

Pondy, L. Organizational Conflict: Concepts and Models.

Stagner, R. Conflict in the Executive Suite

Haag, A.M. & Chang, F.K. (1997) The impact of electronic networking on the lesbian and gay community. In. Smith, D. & Mancoske, R. (ed) (1997) Rural Gays and Lesbians Building on the Strengths of Communities

Self –Assessment plans are due

Week 9: October 24

Managing Change

Organizational growth
Organizational decline
Mergers
Consolidations

Texts:

Edwards, Yankey, & Altpeter: Chapters 14, 19, & 23
Ginsberg & Keys: Chapters 12, 13, & Appendix A

Readings:

Piana, D.L. Beyond Collaboration: Strategic Restructuring of Nonprofit Organizations

Week 10: October 31

Nonprofit Marketing

Communication

Media Relationships

Marketing

Texts:

Edwards, Yankey, & Altpeter: Chapters 6, 15

Readings:

Espy, S. (1993). Marketing strategies for nonprofit organizations. Chapter 3: Knowing your Customer; Chapter 4: Environmental and Internal Analysis in Marketing; Chapter 8 Marketing Communications.

Week 11: November 7

Community Development

Community Organization

Public Policy Advocacy

Government Relations

Texts:

Edwards, Yankey, & Altpeter: Chapter 7

Ginsberg & Keys: Chapter 4

Readings:

National Coalition on Mental Health and Aging (1994). Building state and community mental health and aging coalitions: A how-to guide.

Week 12: November 14

Group presentations

Week 13: November 24

Group presentations

Week 14: December 5

Final Exam