

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

SW-541: Leadership and Management in the Human Services

Course Outline

Fall 2003

Tuesday, 12:20-3:20, 206 Henson Hall

Instructor: Stan L. Bowie, Ph.D.

Office: 321 Henson Hall

Office telephone: (865) 974-3175

E-mail: sbowie@utk.edu Fax: 865-974-4803

Office Hours: Thursday, 11:15 AM - 1:30 PM

Course Requirements

Required readings from the three primary textbooks are listed in the course outline below. Other books or articles listed in the readings are on reserve in the library. Students are also encouraged to read independently from the professional journals.

Course requirements and corresponding grade percentages are as follows:

Examination I	30%
Examination II	30%
Final Examination (Take Home)	<u>40%</u>
Total =	100%

Leadership Video-Simulations *

An integral and innovative aspect of this course involves the utilization and analysis of **“Leadership Video-Simulations.”** The Video-Simulations are 30-45 minute theatrical (“movie”) productions by previous MCP students that examine specific aspects of leadership and administration in social work practice. The Video-Simulations directly and indirectly highlight many “real world” scenarios faced by social work practitioners in administrative and leadership roles. All Leadership Video-Simulations have three basic scenes: (1) The administrative/leadership scenario, context, and setting; (2) Events, activities, discussions, and deliberations where the situation is being addressed by management and other appropriate personnel; and (3) Final scenes that depict resolution of the presenting problem or situation.

The following are titles of the Video-Simulations and the leadership and administration issues that they address:

Video-Simulation Title

Leadership and Administration Issues Addressed

“Under Pressure”

Staff conflict, teamwork, delegation of assignments, time management, supervision, staff evaluations, proposal writing, stress, external agency threats.

“Diversification of Justice”

Affirmative action, staff conflict, sexual harassment, sexual orientation, promotions and terminations, cultural diversity.

“From a Distance”

Organizational change, organizational culture, problem-solving, administration/staff communication, staff conflict, supervision, staff morale, leadership styles, decision-making, administration proximity to staff.

“Mission Possible”

Team building, organizational change, staff meetings, agency communication, supervision, leadership styles, staff evaluations, organizational culture.

“The Good, the Bad, and the Ugly”

Strategic planning, ethics, conflict of interest, legislative advocacy, fund-raising, Board actions, domestic violence, lobbying, bribery, staff/Board interface, employee termination.

“The Not-so-P.C., P.C.”

Sexual harassment, supervision, ethics, staff conflict, grievance procedures, personnel policies.

“Insurance Coverage for Gay Partners”

Organizational culture, organizational change, employee health benefits for domestic partners, HMO policies, ethics, HIV/AIDS, homophobia, gay rights, discrimination, staff/Board interface, staffing, personnel policies, religious opposition.

“Supervision Breakdown”

Staff meetings, supervision, case files, record integrity, ethics, external monitoring and agency audits, sexual harassment, employee evaluations.

***The instructor gratefully acknowledges the students from the classes of 2001, 2002, and 2003 who worked so very hard to create and produce the outstanding, creative Video-Simulations that University of Tennessee social work students will enjoy, benefit, and learn from for many years to come.**

Directed Integrative Class Discussions

The Leadership Video-Simulations will be the focus of directed class discussions that are designed to integrate course content with the theatrical presentations and stimulate critical

thinking. In addition to addressing the variety of leadership and administrative issues apparent in the Video-Simulations, the class discussions will focus on applicable leadership and management theories, the presence or absence of professional values and ethical principles in the simulated organizational environments, and the complex organizational dynamics that were evident.

Course Expectations

Students will be expected to (1) complete assigned readings in preparation for each class; (2) attend and actively participate in class discussions, case study analyses, and activities, and; (3) Complete all assignments by the scheduled deadlines.

Required Textbooks:

- Brody, R. (2000). *Effectively managing human service organizations* (2nd ed.). Thousand Oaks, CA: Sage.
- Ginsberg, L., & Keyes, P.R. (Eds.). (1995). *New management in human services*. Washington, DC: NASW Press.
- Edwards, R.L., Yankey, J.A., & Apteter, M.A. (Eds.). *Skills for effective management of nonprofit organizations*. Washington, DC: NASW Press.

On Reserve in the Hodges Library:

- Berger, R.M., & Kelly, J.J. (1995). Gay men overview. In NASW, *Encyclopedia of social work*, (19th ed), Vol. 2 (pp. 1064-1075). Washington DC: NASW.
- Cox, C.B., & Ephross, P.H. (1998). *Ethnicity in social work practice*. New York: Oxford.
- Devore, W., & Schlesinger, E.G. (1999). Ethnic sensitive macro practice. In *Ethnic sensitive social work practice* (5th ed.). Needham Heights, MA: Allyn & Bacon.
- Harper, K.V., & Lantz, J. (1996). *Cross-cultural practice: Social work with diverse populations*. Chicago: Lyceum.
- Hayden, M.F. (2000). Social policies for people with disabilities. In J. Midgley, M.B. Tracey, & M. Livermore (Eds), *The handbook of social policy* (pp. 277-292). Thousand Oaks, CA: Sage.
- Kettner, P.M., Moroney, R., & Martin, L.M. (1990). *Designing and managing programs: An effectiveness-based approach*.
- Lum, D. (2000). *Social work practice and people of color* (4th ed.). Belmont, CA: Wadsworth.
- Meenaghan, T.M., & Gibbons, W.E. (2000). *Generalist practice in larger settings: Knowledge and skill concepts*. Chicago: Lyceum.
- Tully, C.T. (1995). Lesbians overview. In NASW, *Encyclopedia of social work*, (19th ed), Vol. 2 (pp. 1591-1604). Washington DC: NASW.

Semester Timetable, Weekly Topics, and Reading Assignments

WEEKMAJOR DISCUSSION TOPICS (**)

- #1, Aug 26 **Introduction to course
 **Review of syllabus, course format, major assignments
 **Professional challenges for administrators and managers in social work

Leadership Video-Simulation: “Under Pressure” (2002)

- #2, Sept 2 **Leadership in an organizational context
 **Theories and concepts of leadership and administration
 **Leadership characteristics, skills and styles
 **Organizational culture and values

Reading Assignment:

Meenaghan & Gibbons

pp. 23-34, “Working with organizations”
pp. 125-130, “Being a leader”

Brody

pp. 1-34, “leading the organization”
pp. 22-37, “The culture of a productive organization”

Ginsberg & Keys

pp. 38-44, “The imperative of professional leadership in public service management”

- #3, Sept 9 **Leadership in an organizational context, **cont.**
 Theories and concepts of leadership and administration, **cont.
 Leadership characteristics, skills and styles, **cont.
 Organizational culture and values, **cont.
-

- #4, Sept 16 **The political arena and related environmental influences in social work administration

Leadership Video-Simulation: The Good, the Bad, and the Ugly” (2001)

Reading Assignment:

Ginsberg & Keys

pp. 57-71, "The politics of human services administration"

pp. 203-218, "Administering alternative social programs"

#5, Sept 23 **** Examination I ****

#6, Sept 30 ****Multi-culturalism, diversity, discrimination, and oppression issues in social work administration and service delivery**

Leadership Video-Simulation: "Diversification of Justice" (2002)

Reading Assignment:

Brody

pp. 173-181, "Managing diversity," and "Harassment in the workplace"

Ginsberg & Keys

pp. 115-127, "Managing in the new multi-cultural workplace"

pp. 128-151, "Women and social work management"

Edwards et al.

pp. 200-218, "Advancing women in the managerial ranks"

Tully

pp. 1591-1604, "Lesbians overview"

#7, Oct 7 ****Multi-culturalism, diversity, discrimination, and oppression issues in social work administration and service delivery (Continued)**

Leadership Video-Simulation: "Insurance Coverage for Gay Partners" (2000)

Reading Assignment:

Barger & Kelly

pp. 1064-1075, "Gay men overview"

Harper & Lantz

pp. 142-156, "Elderly Clients"

Cox & Ephross, pp. 101-119, "Ethnicity and social services"

Lum pp. 81-113, "Knowledge theory and people of color," "Issues in culturally diverse knowledge theory," and "Theories of culture"

Devore & Schlesinger pp. 261-283, "Ethnic-sensitive practice in the public sector: From AFDC to TANF"

Hayden pp. 277-292, "Social policies for people with disabilities"

#8, Oct 14 **Strategic planning and action planning
 **Organizational problem-solving

Leadership Video-Simulation: "From a Distance" (2003)

Reading Assignment:

Brody pp. 39-105, "Strategic planning," "Implementing action plans," and "Problem-solving"

Edwards et al. pp. 453-468, "Planning and managing strategically"

#9, Oct 21 **Strategic Planning, **Continued**
 **Strategies for enhancing employee productivity

Reading Assignment:

Brody pp. 107-186, "Time management," "Getting and keeping productive employees," "Dealing with unproductive employees," and "Humanizing the organization"

#10, Oct 28 **Staff recruitment, supervision, evaluation, and reward strategies

Leadership Video-Simulation: "Supervision Breakdown" (2000)

Reading Assignment:

Brody pp. 189-246, "Supervising staff," "Appraising staff performance," "Compensating work and rewarding performance"

Edwards et al. pp. 155-184, "Recruiting and selecting effective employees"
pp. 262-278, "Dismissing problem employees"

#11, Nov 4 **Team-building and development of coalitions
**Enhancing communication and minimizing conflict in organizations

***** Students receive Take-Home Final Exams Today *****

Leadership Video-Simulation: "Mission Possible" (2001)

Reading Assignment:

Brody pp. 287-305, "Team-building and coalition-building"

Edwards et al. pp. 185-199, "Designing and sustaining meaningful organizational teams"

#12, Nov 11 ***** Examination II *****

#13, Nov 18 **Administration and "front line" staff interactions

Leadership Video-Simulation: "The Not-so-P.C., P.C." (2000)

Reading Assignment:

Brody pp. 249-286, "Making meetings productive" and "Communication and conflict"

#14, Nov 25 **Working effectively with a non-profit agency Board of Directors

Reading Assignment:

Brody

pp. 306-319, "Working with a board of trustees"

Edwards et al.

pp. 425-452, "Strengthening Board performance"

#15, Dec 2, **Final Regular Class
 **Wrap-Up
 **Course Evaluations

***** Take Home Finals Due on Monday, December 8 *****

The grading scale used for the course is:

99 - 100	A+
94 - 98	A
90 - 93	B+
82 - 89	B
79 - 81	C+
72 - 78	C
67 - 71	D
< 67	F

Attendance:

Regular class attendance is considered professional behavior. Students are expected to discuss absences with the instructor. More than 2 unexcused absences may result in the markdown of the final grade by one grade level (e.g. A to B+. etc.). Students are expected to complete and think about assigned readings for preparation for each class section, participate in class discussions and activities using class readings, field and life experience, and complete all assignments on time.

BIBLIOGRAPHY

Alexander Hamilton Institute (1998). *Coaching and counseling: Manager's secrets for*

improving employee performance. Ramsey, NJ: Author

Austin, M.J. & Lowe, J.I. (Eds.) (1994). *Controversial issues in communities and*

organizations. Boston: Allyn and Bacon.

Brager, G. & Holloway, S. (1992). Assessing prospects for organizational change: The uses of

force field analysis. *Administration in Social Work*, 16, 15-28.

- Brody, R., & Nair, M.D. (2000). *Macro practice: A generalist approach*.
- Butler, J.K. (1995). Behaviors, trust, and goal achievement in a win-win negotiating role play. *Group and Organizational Management, 20*, 486-501.
- Cyert, R.M. (1990). Defining leadership and explicating the process. *Nonprofit Management and Leadership, 1*, 29-37.
- Dabel, G.J. (1998). *Saving money in nonprofit organizations*. San Francisco: Jossey-Bass.
- Drucker, P. (1990). *Managing the nonprofit organization*. New York: HarperCollins.
- Drucker, P. (1999). *Management challenges for the 21st century*. New York: Harper Business.
- Evans, D.S., & Oh, M.Y. (1996). A tailored approach to diversity planning. *Harvard Business Review, 41*, 127-134.
- Goleman, D. (1998). What makes a leader? *Harvard Business Review, 43*, 93-102.
- Gummer, B. (1995). Go team go! The growing importance of teamwork in organizational life. *Administration in social work, 19*, 93-94.
- Haas, R.N. (1994). *The power to persuade*. New York: Houghton Mifflin.
- Hildebrand, K. (1996). Use leadership training to increase diversity. *Harvard Business review, 41*, 53-60.
- Holloway, S., & Brager, G. (1985). Implicit negotiations and organizational practice. *Administration in Social Work, 9*, 15-24.
- Joyaux, S.P. (1997). *Strategic fund development*. Gaithersberg, MD: Aspen.
- Marx, J.D. (1996). Strategic philanthropy: An opportunity for partnership between corporations and health/human service agencies. *Administration in Social Work, 20*, 57-73.

- Mattessich, P.W. & Monsey, B.R. (1993). *Collaboration: What makes it work*. St. Paul, MN: Wilder research.
- Nuehring, E.M. (1979). Preventive activity and interorganizational factors: A survey of 30 community mental centers. *Journal of Social Service Research*, 285-300.
- Oliner, P.M. & Oliner, S.P. (1995). *Toward a Caring Society: Ideas into Action*. Westport, CN: Praeger.
- Otoole, R. & Otoole, A.W. (1981). Negotiating interorganizational orders. *Sociological Quarterly*, 22, 29-41.
- Patti, R.J., Poetner, J. & Rapp, C.A. (Fall/Winter 1987). Managing for service effectiveness in social welfare organizations. *Administration in Social Work* (entire issue), 11
- Pileggi, A., & Hickey, D.T. (1991). Incentive pay plans. *Nonprofit management strategies*, 6, 1-3.
- Richardson, M., West, M.A., Day, P., Stuart, S., & Cahn, K. (Summer 1989). Coordinating services by design. *Public Welfare*, 47(3), 30-36.
- Rothman, J. & Thyer, B.A. (June 1984). Behavioral social work in community and organizational settings. *Journal of Sociology and Social Welfare*, 11, 294-326.
- Specht, H. & Courtney, M.E. (1994). *Unfaithful angels*. New York: Free Press.
- Teal, T. (1996). The human side of management. *Harvard Business Review*, 74, 35-44.
- Thomas, R.R. (1991). *Beyond race and gender: Unleashing the power of your total workforce by managing diversity*. New York: AMACOM.
- Tropman, J.E. (1996). *Making Meetings Work: Achieving High Quality Group Decisions*. Thousand Oaks, CA: Sage.
- Wardell, P.J. (1988). The implications of changing inter-organizational relationships and

resource constraints for human services survival: A case study. *Administration in Social Work, 12*, 89-105.

Weil, M. (Winter 1982). Community organization curriculum development in services for families and children: Bridging the micro-macro practice gap. *Social Development Issues, 6*(3), 40-54.

Winer, M., & Roy, K. (1997). *Collaboration handbook*. St Paul, MN: Amhearst M. Wilder Foundation.

Zald, M.N. (1995). Organizations: Organizations as polities: An analysis of community organization agencies. In J. Rothman, J.L. Erlich, & J.E. Tropman (Eds.), *Strategies of community intervention* (pp. 129-139), Itasca, IL: F.E. Peacock Publishers, Inc.