

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

**SW-541 – Leadership and Management in the Human Services**  
Course Outline  
Fall 2003

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**Office Hours: by appointment and on Tuesdays preceding and following class**

**Course Requirements**

**A. Course Format, Assignments, and Grading Scale:**

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.

Requirements include:

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

Grading Scale for course will be distributed on first day of class.

**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 double spaced,

typed pages and contain no spelling or grammar errors. **Due date: October 21, 2002**

### **Group Presentations on Leadership Topic**

Students will select a group of four 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 and how managers can 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.)

Groups may choose one of the following topics:

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, advisory groups and committees within organizations
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 authorization is required. In order to avoid duplication, topic assignments will be determined in class October 21. Please know your group composition before the October 21st 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 26****Introduction to course**

Review syllabus, class assignments, grading scale and readings  
Distinguishing leadership from management skills  
Summary of Week 1 readings

**Texts:**

Edwards, Yankey, & Altpeter: Introduction and Appendix

Ginsberg & Keys: Preface, Chapter 2, Chapter 3, Chapter 15

**Week 2: September 2****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 9**

#### **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 16**

#### **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.

## **Week 5: September 23**

### **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 transformation. 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 30**

**Mid-term examination, in class exam**

## **Week 7: October 7**

### **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 14 Fall Break**

**Week 8: October 21**

**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 28**

### **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: November 4**

### **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 11**

### **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 18**

**Group presentations**

**Week 13: November 25**

**Group presentations**

**Week 14: December 2**

**Final Exam, in-class comprehensive exam**