

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

**SW541 - Leadership and Management in the Human Services**

Course Outline

Fall 2006

Instructor: Sangmi Cho, Ph.D.

Class: Tuesdays 5:30-8:20

Office: Room 272

Office Hours: Tuesday 4 –5 or by Appointment

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**COURSE EXPECTATIONS FOR STUDENTS:**

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

**EVALUATION AND GRADING SCALE:**

Evaluation

Assignments are due on the dates specified.

Attendance/In-Class Activities	10%
Leadership self-assessment	20%
Mid-term examination	20%
Program Proposal	30%
Program Proposal Defense	<u>20%</u>
Total	100%

Grading Scale

The following scale will be used for the final course grade:

A (95-100) Outstanding/Superior - Exceptional performance. Consistently exceeds expectations.

B+ (90-94) Very Good. - Student consistently meets, and occasionally exceeds, Normal expectations for the course.

B (85-89) Good - Student consistently meets normal expectations for the course.

C+ (80-84) Average - There is unevenness in grasping course content. Student is inconsistent in meeting normal expectations for the course.

C (70-79) Poor - There is lack of understanding of course content. Student does not meet course expectations.

F (69-Below) Very Poor - There is a lack of attendance or incomplete assignments. Course expectations are not met.

**\*\*Please Note: Any assignment that is handed in late without prior permission of the instructor will automatically receive a lower grade.**

## **COURSE REQUIREMENTS:**

### In Class Activities: (10%)

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 and Development Plan: (20%) **October 3, 2006**

Using the assessment tools discussed in class and in required readings, students will conduct a self-assessment of their leadership characteristics, style, and skills. Use the following tools to develop your self-assessment: Myers Briggs Personality Inventory ([www.keirsey.com](http://www.keirsey.com)) and Competing Values Management Practices Survey (p. 18, Edwards et. al). Your leadership strengths and areas for improvement should be identified specifically within the paper. Make specific references to the leadership concepts covered in class. Your assessment should culminate in the creation of a self-development plan. This plan should include:

1. Specific goals to be achieved.
2. Objectives related to each goal.
3. Identified time frames for achieving these goals.
4. Identified opportunities for achieving these goals. There should be an emphasis on opportunities presented within the field placement.

Current theories of leadership discussed in class and in the required readings should be applied to the assessment. Papers are to be typed, double-spaced, with no spelling or grammar errors. Length of paper 5-7 pages.

### Mid-term Exam: (20%) **October 24, 2006**

In class midterm exam will be given during session 9. The in-class exam will require students to demonstrate knowledge of macro theories, the application of theoretical principles in the areas of leadership e.g., organizational development, decision-making, and management of planned change strategies.

### Program Proposal: (30%) **November 28, 2006**

Students will receive additional information regarding the guidelines for completing this assignment.

### Program Proposal Defense: (20%) **Nov. 28 & Dec. 5, 2006**

Oral defense (Class Presentations) of Proposal will occur during class.

Students will be given 15-20 minutes to do an overview of the proposal and defend its usefulness to the target population. Proposal defense must also include statistics and other supporting data. Any compelling argument that you have that will assist in strengthening your proposal is encouraged.

Presentations may be presented in the form of ppt. (not required) or you may choose to develop a poster or any other graphics for display, as long as the defense covers the specific points of the assignment.

Proposal defense will be peer-judged by your colleagues. A rating sheet will be passed out on the day of the presentations.

### **REQUIRED TEXT:**

Edwards, R.L., Yankey, J.A., & Altpeter, M.A. (1998). *Skills for Effective Management of Non-profit Organizations*. Washington, D.C.: NASW Press.

Weinbach, R. W. (2003). *The Social Worker as Manager: A Practical Guide to Success* (4th ed.). Boston, MA: Pearson Education, Inc.

### **COURSE OUTLINE AND READING ASSIGNMENTS:**

**Session 1** Course Overview, Introduction, Assignments and Expectations  
**8/29/06** What is Social Work Management?  
Historical Overview of Social Work Administration

**Readings:** Weinbach, R. W. (2003). Chapter 1

Austin, D.M. (2000). Social Work and Social Welfare Administration: A Historical Perspective. In R. Patti (Eds.), *The Handbook of Social Welfare Management*. (pp.195-218). Thousand Oaks: Sage Publications.

Wuenschel, P. (2006). The diminishing role of social work administrators in social service agencies: Issues for consideration. *Administration in Social Work*, 30(4), 5-18.

Patti, R. (2003). Reflections on the state of management in social work. *Administration in Social Work*, 27(2), 1-11.

**Session 2** Understanding the Context of Human Services Management  
**9/05/06** Social Work Administration and Organizational Theory

**Readings:** Weinbach, R. W. (2003). Chapter 2

Hasenfeld, Y. (1992). The nature of human service organizations. In Y. Hasenfeld (Eds.) *Human Services as Complex Organizations*, (pp. 3-23). Newbury Park: Sage Publications.

Hasenfeld, Y. (1992). Theoretical approaches to human service organizations. In Y. Hasenfeld (Eds.) *Human Services as Complex Organizations*, (pp. 24-44). Newbury Park: Sage Publications.

Cho, S. M. Assessing organizational effectiveness in human service organizations: An empirical review of conceptualization and determinants (In press at *Journal of Social Service Research*).

**Session 3** Leadership/Management Theories and Concepts  
**9/12/06**

**Readings:** Weinbach, R. W. (2003). Chapter 3 & 10

Bargal, D. (2000). The manager as leader. In R. Patti (Eds.). *The Handbook of Social Welfare Management*, (pp. 303-319). Thousand Oaks: Sage Publications

Papin, T., & Houck, T. (2005). All it takes is leadership. *Child Welfare*, 84(2), 299-310.

**Session 4**  
**9/19/06**

Leadership Style  
Required Competencies and Skills

**Readings:** Edwards, Yankey, & Altpeter (1998). Chapter 1

Wimpfheimer, S. (2004). Leadership and management competencies defined by practicing social work managers: An overview of standards developed by the national network for social work managers. *Administration in Social Work*, 28(1), 45-56.

Menefee, D. & Thompson, J. (1994). Identifying competencies for social work management: A practice driven approach. *Administration in Social Work*, 18(3), 1-25.

Raymond, G.T., Tears, R.J., & Altherton, C.R. (1996). Do management tasks differ by fields of practice? *Administration in Social Work Practice*, 20(1), 17-30.

**Session 5**  
**9/26/06**

The Functions and the Ethics of Management  
Techniques and Models of Leadership/Management

**Readings:** Edwards, Yankey, & Altpeter (1998): Chapter 25

Menefee, D. (2000). What managers do and why they do it. In R. Patti (Eds.). *The Handbook of Social Welfare Management*, (pp. 303-319). Thousand Oaks: Sage Publications

Gummer, B. (1996). Ethics and administrative practice: care, justice, and the responsible administrator. *Administration in Social Work*, 20(4), pg:89

Levy, C.S. (1979). The ethics of management. *Administration in Social Work*, 3(3), pg:277

Gummer, B. (2000). Total quality management: An update. *Administration in Social Work*, 24(2), 85-103.

Selber, K., & Streeter, C. (2000). A customer-oriented model for managing quality in human services. *Administration in Social Work*, 24(2), 1-14.

**Session 6**  
**10/3/06**

**SELF-ASSESSMENT DUE**

Agency-Environment Relations  
Organizational Development and Innovation

**Readings:** Edwards, Yankey, & Altpeter (1998): Chapters: 2, 3, 4, & 7

Mulroy, E. A. (2004). Theoretical perspectives on the social environment to Guide management and community practice: An organization-in-environment Approach. *Administration in Social Work*, 28(1), 77-96

Lewis, S. (2001). Shifting Sands: An AIDS service organization adapts to a changing environment. *Administration in Social Work*, 25(2), 1-20

**Guest Speaker: Christi Granstaff, Tennessee Primary Care**

**Session 7**  
**10/10/06**

Managing Planned Change  
Strategic Management

**Readings:** Edwards, Yankey, & Altpeter: Chapters : 14, 21, 23, & 24  
Weinbach, R. W. Chapter 4

Austin, M.J., Solomon, J.R. (2000). Managing the planning process. In R. Patti (Eds.), *The Handbook of Social Welfare Management*. (pp.195-218). Thousand Oaks: Sage Publications.

Nissen, L.B., Merrigan, D.M., & Kraft, M.K. (2005). Moving mountains together: Strategic community leadership and systems change. *Child Welfare*, 84(2), 123-140.

**Guest Speaker: Betty Henderson**

**Session 8**  
**10/17/06**

Human Resource Management  
Recruiting and Retaining Effective Employees  
Promoting Employee Performance

**MID SEMESTER EVALUATION**

**Readings:** Edwards, Yankey, & Altpeter: Chapters 8, 11, & 13  
Weinbach, R.W. (2003). Chapters 6 & 7

Pecora, P.J., & Wagner, M. (2000). Managing personnel. In R. Patti (Eds.). *The Handbook of Social Welfare Management*, (pp. 395-423). Thousand Oaks: Sage Publications

Cho, S. M., & Mor Barak, M. E. Diversity, inclusion and job performance for Korean employees. (In Press at *Administration in Social Work*).

Mor Barak, M.E., Nissly, J.A., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and metanalysis. *Social Service Review*, 75(4), 625-661.

**Session 9**  
**10/24/06**

**MID-TERM EXAMINATION**

**Session 10**  
**10/31/06**

Cultural Competences in Human Services Management  
Managing and Fostering Diversity in the Workplace

**Readings:** Edwards, Yankey, & Altpeter: Chapter 10  
Weinbach, R.W. (2003). Chapter 5

Mor Barak, M.E. (2000). Beyond affirmative action: Toward a model of diversity and organizational inclusion. In M. E. Mor Barak & D. Bargal (Eds.), *Social Services in the*

*Workplace: Repositioning Occupational Social Work in the New Millennium* (pp. 47-68).  
The Haworth Press, Inc.

Mor Barak, M.E., Findler, L., & Wind, L.H. (2001). Diversity, inclusion, and commitment to organizations: International empirical explorations. *Journal of Behavioral and Applied Management*, 2(2), 70-91.

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

**Guest Speaker: William Haynes, DCS**

**Session 11**  
**11/07/06** Community Development Practice  
Marketing/Media

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

Brenton, 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). Transforming community practice: Building a model for developing extremely low-income African American communities. *Journal of Community Practice*, 7(3), 67-84.

**Guest Speaker: TBA**

**Session 12**  
**11/14/06** Financial Management  
Resource Development  
Using Information for Decision Making

**Readings:** Edwards, Yankey, & Altpeter Chapters: 16 & 17

Ezell, M. (2000). Financial management. In R. Patti (Eds.). *The Handbook of Social Welfare Management*, (pp. 377-393). Thousand Oaks: Sage Publications

McCallion, P. (2000). Manager as resource developer. In R. Patti (Eds.). *The Handbook of Social Welfare Management*, (pp. 361-375). Thousand Oaks: Sage Publications

Schoech, D. (2000). Managing information for decision making. In R.Patti (Eds.). *The Handbook of Social Welfare Management*, (pp. 321-339). Thousand Oaks: Sage Publications

**Session 13**  
**11/21/06** Managing for Service Effectiveness  
Accountability and the Role of Evaluation  
Logic Modeling

**Readings:** Edwards, Yankey, & Altpeter: Chapter 18

Patti, R. (1988). Managing for service effectiveness in social welfare: Toward a performance model. In R. Patti, J. Poertner, & C. Rapp (Eds.) *Managing for Service Effectiveness in Social Welfare Organizations*, (pp. 7-21). New York: The Haworth Press.

Harvey, C. (1998). Defining excellence in human service organizations. *Administration in Social Work*, 22(1), 33-46.

Cherin, D. & Meezan, W. (1998). Evaluation as a means of organizational learning. *Administration in Social Work*, 22(2), 1-22.

Savaya, R., & Waysman, M. (2005). The logic model: A tool for incorporating theory in development and evaluation of programs. *Administration in Social Work*, 29(2), 85-103.

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

**Session 14**  
**11/28/06**

**PROGRAM PROPOSAL DUE**  
**PROPOSAL PRESENTATIONS COMMENCE**

**Session 15**  
**12/05/06**

**PRESENTATIONS CONTINUED**  
**COURSE REVIEW**  
**FINAL SEMESTER EVALUATION**