

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

SW541 - Leadership and Management in the Human Services
Course Outline
Fall 2006

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Office Hours: By Appointment

STUDENT EVALUATION:

GRADING SCALE:

Attendance/In-Class Activities	10%	A	=	100-93%
Mid-term	15%	B+	=	92-88%
Leadership Self-Assessment	15%	B	=	87-80%
Program Proposal	30%	C+	=	79-74%
Program Proposal Defense	<u>30%</u>	C	=	73-70%
	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 e) 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 five (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

*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.

*Additional details regarding these course requirements will be reviewed in-class

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

Session 2 Leadership/Management Theories and Concepts

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 (4th ed., pp.241-262). Boston: Allyn and Bacon.

Belenky, M. F., Bond, L. A., & Leinstock, 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 (3rd ed., pp.21-55). New York: The Free Press.

Blake, R. R. and McCanse, A. A. (1991). Leadership dynamics: How to transform resources into results; The Grid: A Framework for Understanding Leadership Style. In Robert R. Blake and Anne Adams McCanse, Leadership Dilemmas-Grid Solutions, , pp.1-50. Houston, TX: Gulf Publishing Company.

Session 3 Decision-making
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
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 Work place: Is Beta Better? Administration in Social Work, 9 (3), 47-56.

Session 5 Organizational Development and Culture: Theoretical Framework
Mission and Service Delivery
Leadership Assessment

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.

Session 6 Managing Planned Change

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 Exam

Session 8 Community Development/Practice
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

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: Josey-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
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)
Managing Time
Conflict Resolution

Readings: Edwards, Yankey, & Altpeter: Chapter 22

Brody, R. (2000). Communication and Conflict. In Ralph Brody, Effectively Managing Human Service Organizations (2nd ed., pp. 267-286). Thousand Oaks, CA: Sage Publications.

Bresnahan, E. (1999). Putting Your Body on the Line: A Medication on "Hostile Environment" Sexual Harassment in Working-Class Perspective. NWSA Journal, 9, 64-69.

Brashears, F. (1995). Supervision as Social Work Practice: A Reconceptualization. Social Work, 40(5), 692-699.

Session 12 1-3
--- Program Proposal Due & Class Presentations Commence

Session 13 4-6
--- Class Presentations

Session 14 7, 8, 9, 10
--- Class Presentations