

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

**Syllabus: SW 543 - FINANCIAL MANAGEMENT AND
RESOURCE DEVELOPMENT**

Code of Conduct

It is the student's responsibility to have read the College of Social Work Ethical and Academic Professional Conduct code that is in the CSW MSSW handbook (<http://www.csw.utk.edu/mssw/>).

Honor Statement

"An essential feature of the University of Tennessee 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* 2003).

Disability

If you need course adaptations or accommodations because of a documented disability or if you have emergency information to share, please contact Office of Disability Services at 191 Hoskins Library (865-974-6087). This will ensure that you are properly registered for services.

Course Description

This course is one of the three required courses in the Management and Community Practice Concentration. Students develop problem-solving skills in traditional and innovative managerial, administrative, and decision-making processes related to financial planning, resource development, and resource allocation in social service organizations. Organizational financial issues are studied in the context of an ecological framework, as students examine organizations' internal operations, external environments and societal trends affecting social service organizations. Social work values and ethics; issues of diversity, equity and discrimination; and client-centered management perspectives are used to guide critical thinking about resource development and allocation. Students develop knowledge and skills in fund-raising, grant-writing, contract management, marketing, budgeting, accounting, and in the allocation of related electronic technology.

Course Rationale

In the dynamic and increasingly global society of the 21st century, social service organizations of all types face constant challenges to search for, maintain, and improve financial resources. Social service organizations are the primary vehicles of service to individuals, families, groups, and communities. Thus, knowledge and skills of financial management and resource development within public and private social service spheres are the backbone of management and community practice in a world of complex, social, political, economic, interorganizational, and intraorganizational environments. Funds must be located, obtained, distributed, monitored and accounted for in a systematic, rational, fair and equitable manner that addresses client needs, particularly the needs of

vulnerable populations. Students must have an array of theoretical approaches and techniques to manage funds ethically, effectively, and efficiently.

Course Objectives

By the end of this course, students will (as demonstrated through examinations, presentations, written assignments, discussions, agency visits and collaborations, computer laboratory exercises, and other activities):

1. Apply principles of sound, ethical financial resource procurement and stewardship in social welfare organizations, with a focus on not-for-profit settings.
2. Identify how the internal and external environments of social welfare organizations, in light of societal trends, influence the financial practices of an organization.
3. Apply critical evaluation skills to financial decision making processes in a variety of organizational settings.
4. Evaluate organizational, community and political needs, with a focus on vulnerable and diverse populations, to inform organizational financial and programmatic strategies.
5. Use skills and knowledge about social, and economic justice, and strengths and empowerment perspectives, in financial resources development and management practices.
6. Identify skills and knowledge in culturally sensitive fund-raising, marketing and other resource development practices.
7. Use financial resource development and management skills to influence organizational, interorganizational, and community change.
8. Use skills and knowledge about traditional and innovative fund development strategies, translating program content into budgetary requirements, financial documents, not-for-profit accounting and budgeting practices and standards, contract management, business plan development, and marketing.
9. Use computer-based technology to develop and manage organizational finances.
10. Use skills and knowledge about intra and interorganizational team building and collaboration to build organizational financial resources.