

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

**Syllabus: SW-541 - Leadership and Management in the Human Services  
Fall 2004**

**Code of Conduct**

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

**The 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, 2004*).

**Disability**

If you need course adaptations or accommodations because of a documented disability or if you have emergency information to share, please contact the University of Tennessee 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 focuses on social work management practices and leadership skills required in the development and management of human services delivery systems. It is one of three required core courses for Management and Community Practice concentration students. The basic theoretical premise is the ecological perspective that recognizes the interplay between person and environment. It builds on the macro social work practice foundation that focuses on group, organizational, and community theories and strategies for change. Course content includes theories of leadership, communication, conflict, team building, community collaboration, ethics, diversity issues, strategic management, human resource management, and community and organizational development.

**Course Rationale**

This is a required course in the management and community practice concentration. It prepares students for assuming leadership roles in human service and social change delivery systems. Social work managers, coordinators, supervisors, and community practitioners need a working knowledge of contemporary management practices and leadership skills. It is critical that leaders in the human services develop an effective style of leadership and acquire the competence and skills necessary to assist in the management of human services and social change organizations.

## **Course Objectives**

Upon completion of the course, students will demonstrate through examinations, class discussions and exercises, written assignments, agency field visits and collaborations and other activities as deemed necessary:

1. Knowledge of contemporary theories of leadership and management.
2. Skill in the application of theoretical principles of leadership and management within human service and social change organizations.
3. The development of an awareness of one's own primary style of leadership including strengths and counterproductive tendencies.
4. Skill in the application and integration of professional values and principles of ethics within community and organizational practice settings.
5. The development of an awareness of cultural diversity and factors affecting vulnerable populations and their impact on management practice and program development.
6. Knowledge and application of sound management practices within the organizational functions of personnel, resource allocation, information technology, and decision making.
7. Skill in the application of principles of strategic planning to assess the organizational and community environment.
8. Skill in the development and application of organizational and community change strategies based on theories of management.
9. The development of an awareness of the interplay between organizational dynamics and community and environmental factors.
10. Assessment skills which utilize the major components of employee relations functions within organizational and community practice settings.
11. Assessment skills of internal and external factors and their impact on organizational and management practice.
12. Skill in the utilization of techniques of team building, collaboration cooperation, and coordination within organizational and community practice settings.
13. Knowledge of public policies and design and implement programs related to these policies within human service and social change organizations.