

**The University of Tennessee  
The College of Social Work**

**SW 504 Foundations of Social Work Practice III  
Course Outline**

Spring Semester, 2004  
SW 504  
Foundations of Social Work Practice III  
Wednesday, 6:45pm-9:35pm (Room 209)  
Building: Henson Hall

Andrea K. McCarter, MSSW  
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Office Hours: Wed. 12pm-1pm & 5pm-6pm  
(others by appt.)

Course Format and Assignments

The course will include lectures by the instructor and guest presenters, class discussions, exercises, videos, and student presentations.

Course assignments are designed to build and synthesize critical thinking, knowledge and skills over the course of the semester. Late assignments will be marked down. Requests for exceptions must be discussed with the instructor before an assignment is due. Please note that there will be, WITH NO EXCEPTION, no late assignments excused because of computer or printer problems. Written materials are to be typewritten or word processed, and double-spaced. APA format should be used unless otherwise specified by the instructor.

Students will be evaluated in three assignment areas and class participation. Criteria for the organizational analysis and semester project assignments are included in the syllabus following the course outline and session readings. The instructor reserves the right to add in-class quizzes examinations during the course of the semester to assess students' mastery of readings and other course material.

Take Home Exam	25%
Community Intervention Paper/ Presentation	35%
In Class Exam	25%
Class participation/ Summaries\	15%

The grading scale is:

90 - 100	A	Superior performance
85 - 89	B+	better than satisfactory performance
80 - 84	B	satisfactory performance
75 - 79	C+	less than satisfactory performance
70 - 74	C	performance well below the standard expected of graduate students
65 - 69	D	clearly unsatisfactory performance, cannot be used to satisfy degree requirements
< 65	F	extremely unsatisfactory performance, cannot be used to satisfy degree requirements (descriptions are from the UT Graduate School catalog)

Course Expectations

Regular and on-time class attendance is considered professional behavior. Students are expected to discuss absences with the instructor in advance. Students are expected to complete and think about assigned readings for preparation for each class section, participate in class discussions and activities using class readings and field and life experience, complete all assignments on time, and enjoy some of the learning at least some of the time.

### Course Texts

#### Required:

Netting, F., Kettner, P. & McMurty S. (2004). *Social Work Macro Practice*. 3<sup>rd</sup> Ed. White Plains, NY: Longman and Company.

Brody, R. & Nair, M.D. (2003). *Macro Practice: A Generalist Approach*. 6<sup>th</sup> Ed. Wheaton, IL: Gregory Publishing.

### Additional Readings

Required and optional readings are on reserve at Hodges Library. Please check for readings under Mary Rogge's name in the Library. Additional reading materials may be distributed during class sessions.

### Course Outline

(topics listed under each session indicate lecture and class discussion content)

#### **I. INTRODUCTION TO AND FUNDAMENTALS OF MANAGEMENT AND COMMUNITY PRACTICE (Weeks 1-5)**

**Week 1 – 1/14 - NO Class!!!! I will be at a conference.**

**Week 2 – 1/21 - Introduction to Course**

Review organization of course (syllabus, readings, course schedule, assignments)  
Computer-based resources (e.g. email, internet)

*In-class activity: the Myers-Briggs*

**Week 3 – 1/28 - The Social Work Practice Continuum: Macro Practice**

Social work's commitment to social change, empowerment practice, justice  
Participatory processes, empowerment practice, strength through diversity  
Professional development, application of values and ethics in macro practice  
Current issues and trends in macro practice and society

#### Readings:

Netting, Kettner & McMurty, Chs. 1-2, An introduction to macro practice in social work, The historical roots of macro practice (3-67). (Includes assessment of conditions and problems for current and historically oppressed, and diverse, groups, including women, people who are poor, people of color, persons with disabilities, gay and lesbian individuals).

Parsons, Gutierrez, & Cox, *Empowerment in Social Work Practice: A Sourcebook*: Part 1, An introduction to empowerment practice (3-23).

Abramovitz, M. (1998). Social work and social reform: an arena of struggle. *Social Work*, 43(6), (512-526). (includes interventions for current and historically oppressed and vulnerable populations).

Lundblad, K.S. (1995). Jane Addams and social reform: A role model for the 1990s. *Social Work*, 40:5, 661 - 669.

Perkins, D.D. (1995). Speaking truth to power: Empowerment ideology as social intervention and policy. *American Journal of Community Psychology*, 23(5), 765-794.

*Bring ideas for your semester project. We will discuss options in class.*

#### **Week 4 – 2/4 - Relationship and Resource Building**

Task group and coalition leadership skills;  
Facilitating and participating in meetings  
Group problem solving, conflict management, decision-making  
Strengthening group process through diversity, similarities, differences

#### Readings:

Brody & Nair, Ch. 11, Organizational structures and processes; Ch. 12, Skill in running meetings; Ch. 13, Managing time and stress (153-199); Ch. 22 Developing and coordinating human services (346-367).

Tropman, J.E. & Morningstar, G. (1995). The effective meeting: How to achieve high-quality decisions. In J.E. Tropman, J.L. Erlich & J. Rothman (Eds.), *Tactics and techniques of community intervention* (412-426). Itasca, IL: F.E. Peacock Publishers, Inc.

Bakalinsky, R. (1995). The small group in community organization practice. In J. Rothman, et al (eds), *Strategies of community intervention* (140-146).

Moore, C. (1987). Ch. 1, Introduction; Ch. 2, Nominal group technique; Ch. 3, Ideawriting (1-45), *Group Techniques for Idea Building*. Newbury Park: Sage Publications.

Krueger, R.A. 1994). *Focus groups: A practical guide for applied research*. Thousand Oaks, CA: Sage.

#### **Week 5 – 2/11 - Models of Planned Change and Problem-Solving in Organizations and Communities**

The need for change  
Stages of planned change and problem-solving processes  
Developing intervention options  
Developing and implementing interventions  
Identifying anticipated and unanticipated consequences  
Planned change models in the context of ethics, diversity, and justice frameworks

#### Readings:

Netting, Kettner, McMurty, Ch. 3, Understanding the problem and target populations; Ch. 9, Developing an intervention strategy; Ch. 10 Selecting appropriate tactics.

Parsons, Gutierrez, & Cox, Part 2, Empowerment in Practice: Populations: Ch. 3, Poor Communities of Color. *Empowerment in Social Work Practice: A Sourcebook*.

*Take home exam received (covers content of sessions 1-5)*

## **II. ORGANIZATIONAL AND COMMUNITY ASSESSMENT (Weeks 6-8)**

### **Week 6 – 2/18 - Assessing Organizations**

- Organizational auspices, characteristics, dynamics
- Task environments and interorganizational relationships
- Advancing individual worth and dignity through organizations
- Effects on individuals and service delivery
- Organizational risk and resilience issues for vulnerable populations

Readings:

Netting, Kettner, McMurty, Ch. 8, **Analyzing human service Organizations.**

Brody & Nair, Ch. 1, **The environmental context affecting human services agencies. Ch. 2, The service delivery system, Ch. 3, Client advocacy at the macro level, Ch 4, The organization's culture (6--74).**

Parsons, Gutierrez, & Cox, Part 2, Empowerment in Practice: Populations: Ch. 5 People with Disabilities. *Empowerment in Social Work Practice: A Sourcebook.*

*Take home exam turned in*

**Week 7 – 2/25 – Assessing Organizations**

No new readings. Catch up time.

**Week 8 – 3/3 - Assessing Communities**

- Characteristics and dynamics
- Local to global dimensions, relationships, resources
- Advancing individual worth and dignity through community
- Community risk and resilience issues for vulnerable populations

Readings:

Netting, Kettner & McMurty, Ch. 5 Understanding and analyzing community strengths and problems; Ch. 6, Understanding a community human service system.

Montiel, M., & Ortego y Gasca, F. (1995). Ch. 3, Chicanos, communities, and change. In F.G. Rivera & J.L. Erlich (eds.) *Community organizing in a diverse society.* (43-60). Boston, MA: Allyn and Bacon.

**III. ROLES, STRATEGIES, AND TACTICS IN MANAGEMENT AND COMMUNITY PRACTICE (Weeks 9 - 14)**

*We may have guest speakers during one or more of these sessions*

**Week 9 – 3/10 – Spring Break!!! (I will not be available during this week)**

**Week 10 – 3/17 - Introduction to Macro Practice Leadership Roles in Organizations and Communities**

- Understanding and applying leadership roles and skills
- Professional responsibility for lifelong learning and ethical conduct
- Translating ideas to action (plans, objectives, tasks)

Readings:

Thompson, J., Menefee D. & Marley, M. (1999). A comparative analysis of social workers' macro practice activities: Identifying functions common to direct practice and administration. *Journal of Social Work Education*. 35(1), 115-124.

Brody & Nair, **Ch. 8, Solving Operational Problems; Ch. 9, Handling Communications and Conflict, Ch. 10, Perspectives on Diversity and Ethical Behavior (112-152), Ch. 14 (200-216), Organizational Leadership and Supervision (pp. 200-216).**

Parsons, Gutierrez, & Cox, Part 2, Empowerment in Practice: Populations: Ch. 2, Women. *Empowerment in Social Work Practice: A Sourcebook*.

Chernesky, R.H. & Bombyk, M.J. (1995). Women's ways and effective management. In J.E. Tropman, J.L. Erlich & J. Rothman (Eds.), *Tactics and techniques of community intervention* (pp. 232-239). Itasca, IL: F.E. Peacock Publishers, Inc.

*Myers-Briggs feedback and more with Kristin Corbett, UT Career Services*

**Week 11 – 3/25 - Management and Administration**

Intra organizational practice and interventions  
Supervision, program and fiscal management and evaluation  
Organizational ethics, discrimination, oppression, empowerment

Readings:

Brody & Nair, Ch. 5, Strategic Planning, Ch. 6, Setting Doable Objectives, Ch. 7, Implementing Achievable Plans (75-111), and Ch. 16, Searching for funds (237-262).

Parsons, Gutierrez, & Cox, *Empowerment in Social Work Practice: A Sourcebook*: Ch. 10, Social service delivery and empowerment: The administrator's role (167-186). Ch. 12, Evaluation of empowerment practice (204-219).

**Week 12 – 3/31 - Management and Administration (continued)**

Strom-Gottfried, K. (1998). Applying a conflict resolution framework to disputes in managed care. *Social Work*, 43(5), 393-401.

Birdsall, W.C. & Manela, R.W. (1995). The nitty gritty of program evaluation: practical guide. In J.E. Tropman, J.L. Erlich & J. Rothman (Eds.), *Tactics and techniques of community intervention* (pp. 320-333). Itasca, IL: F.E. Peacock Publishers, Inc.

**Week 13 – 4/7 - Community Organization and Social Action**

Community organization tactics, strategies and interventions  
Participatory practice and evaluation  
Organizer ethics, issues of discrimination and oppression

Readings:

Brody and Nair, Chapter 19, How Community Organizations Affect Change (298-315).

Castelloe, P., & and Watson, T. (1999). Participatory education as a community practice model: A case example from a comprehensive Head Start program. *Journal of Community Practice*, 6(1), 71-89.

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Parsons, Gutierrez, & Cox, Part 2, Empowerment in Practice: Populations: Ch. 4 Lesbians and Gays.  
*Empowerment in Social Work Practice: A Sourcebook.*

Kahn, S. (1991) *Organizing*, 2nd Ed. NASW Press, 1991. Chapter 1, Organizing, Chapter 8, Strategy, Chapter 9, Research, Chapter 10, Tactics.

Rivera, F.G. & Erlich, J.L (1995). A time of fear: A time of hope. In F.G. Rivera & J.L. Erlich (eds.) *Community organizing in a diverse society: (1-24)*. Boston, MA: Allyn and Bacon.

Weil, M. (1995). Women, community, and organizing. In J.E. Tropman, et al (eds.) *Tactics and techniques of community intervention*, Itasca, IL: F.E. Peacock Publishers, Inc. 118-134.

Douglass, R.L. (1995). How to use and present community data. In J.E. Tropman, J.L. Erlich & J. Rothman (Eds.) *Tactics and Techniques of Community Intervention* (pp. 427-438). Itasca, IL: F.E. Peacock Publishers, Inc.

### **Week 14 – 4/14 - Community, Social, and Economic Development – PAPERS DUE!!**

Community building principles, interventions, initiatives  
Social, economic and sustainable development practice  
Local to global ethics, issues of discrimination and oppression

Readings:

Brody and Nair, Ch. 20, Community Development/Community Building Initiatives (316-328).

Midgley, J. & Livermore, M. (1998). Social capital and local economic development: Implications for community social work practice. *Journal of Community Practice*, 5(1/2), 29-40.

Hart, M. (1998-2000). Sustainable Measures: “What is Sustainability, Anyway?” (follow the forward arrows in this section) [<http://www.sustainablemeasures.com>]

Edwards, E.D., & Edwards, M.E. (1995). Community Development with Native Americans. In F.G. Rivera & J.L. Erlich (eds.) *Community organizing in a diverse society: (25-42)*. Boston, MA: Allyn and Bacon.

Page-Adams, D. & Sherraden, M. (1997). Asset-Building as a community revitalization strategy. *Social Work*, 42(5). (423-434).

Midgley, J. (1999). Ch. 11. Social development in social work: Learning from global dialogue. In C.S. Ramanathan & R.J. Link (Eds.). *All our futures: Principles and resources for social work practice in a global era.* (193-205). New York: Wadsworth.

### **Week 15 – 4/21 - Policy Practice and Advocacy**

Strategies and tactics in political arenas  
Ethical policy practice, issues of discrimination and oppression  
Electronic advocacy

Readings:

Brody and Nair, Ch. 21, Negotiating and advocating positions (330-345).

Haynes, K.S. (1998). The One-Hundred-Year Debate: Social Reform versus Individual Treatment. *Social Work*, 43(6), 501-511.

Haynes, K.S. & Mickelson, J.S. (). See packet readings for session 14.

Flynn, J.F. (1992). *Social Agency Policy*. Ch. 11 Position statements. (287-299).

Amidei, N. (1991). *So you want to make a difference*. Washington, DC: OMB Watch.

### **Semester project presentations**

### **Week 16 – 4/28 Final Exam**

**SW 504 Community Practice III**  
**Semester Project Assignment**  
**Dr. Rogge**  
**Spring, 2002**

**Semester Project**

Students must complete a semester project related to macro practice. Each student may choose from the alternatives listed below or may propose another alternative for the instructor's approval. All selections must be submitted in writing to the instructor by the fourth week of class. Projects may be completed individually or in a small group. Alternative suggestions:

1. Participate in an agency-based project consisting of a paper written discussing the development of a community intervention.
2. Teach a 75-minute class session (presentation and class participation) using the materials identified in the syllabus.

Additional criteria for each alternative will be handed out and discussed in class.

(Assignment courtesy of Dr. Rod Ellis, CSW Nashville)

**BIBLIOGRAPHY**

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- Barr, A. (January 1987). Inside practice-researching community workers in Scotland. *Community Development Journal*, 22(1), 11-17.
- Baum, M. & Twiss, P. (Eds.) 1996). *Social Work Intervention in an Economic Crisis: The River Communities Project*. Binghamton, NY: Haworth.
- Beneford, R.D. (March 1993). Frame disputes within the nuclear disarmament movement. *Social Forces*, 71(3), 677-701.
- Bobo, K., Kendall, J. & Max, S. (1995). Cleaning up in the nineties. In J. Rothman, J.L. Erlich, & J.E. Tropman (Eds.), *Strategies of community intervention* (pp. 99-113). Itasca, IL: F.E. Peacock Publishers, Inc.
- Bodinham, H. & Weinstein, J. (1991). Making authority accountable: The experience of a statutory based women's group. *Groupwork*, 4(1), 22-30.
- Brager, G. & Holloway, S. (1992). Assessing prospects for organizational change: The uses of force field analysis. *Administration in Social Work*, 16(3/4), 15-28.
- Butcher, H. (April 1986). The "Community Practice" approach to local public service provision: An analysis of recent developments. *Community Development Journal*, 21(2), 107-115.
- Daley, J.M. & Wong, P. (1994). Community development with emerging ethnic communities. *Journal of Community Practice*, 1(1), 9-24.
- Daly, H.E. & Cobb, J.B., Jr. (1989). *For the common good: Redirecting the economy toward community, the environment, and a sustainable future*. Boston, MA: Beacon Press.
- Devore, W. (1995). Organizing for violence prevention: An african-american community perspective. In F.G. Erlich & J.L. Erlich (Eds.), *Community organizing in a diverse society* (pp. 61-75). Boston, MA: Allyn and Bacon.
- Dodd, P., & Gutierrez, L. (1990). Preparing students for the future: A power perspective on community practice. *Administration in Social Work*, 14(2), 63-78.
- Dotson, D. (1979). Occupational health: Organizing the right to breathe. *Human Services in the Rural Environment*, 4(1), 4-11.
- Edwards, E.D. & Edwards, M.E. (1995). Community development with native americans. In F.G. Erlich & J.L. Erlich (Eds.), *Community organizing in a diverse society* (pp. 25-42). Boston, MA: Allyn and Bacon.
- Ekins, P., Hillman, M. & Hutchison, R. (1992). *The gala atlas of green economics*. New York: Anchor Books.

Fellin, P. (1995). Community conflict. In *The community and the social worker* (pp. 235-247). Itasca, IL: F.E. Peacock Publishers, Inc.

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Fisher, R. (1995). Social action community organization: Proliferation, persistence, roots, and prospects. In J. Rothman, J.L. Erlich & J. E. Tropicman (Ed.), *Strategies of community intervention* (pp. 327-340). Itasca, IL: F.E. Peacock Publishers, Inc.

Fisher, R., & Karger, H.J. (1997). *Social Work and Community in a Private World: Getting out in Public*. New York: Longman.

Galan, F. J. (November 1989). The bridging role of social work in community practice: A field study. *Free Inquiry in Creative Sociology*, 17(2), 201-206.

Gibbs, L., & Gambrill, E. (1996). *Critical Thinking for Social Workers*. Thousand Oaks, CA: Sage.

Gillespie, D.F. & Banerjee, M.M. (1993). Prevention planning and disaster preparedness, Journal of Applied Social Science, 17(2), 219-236.

Glisson, C., James, L. (1992). The interorganizational coordination of services to children in state custody. *Administration in Social Work*, 16(3/4), 65-80.

Goldman, B.A. (1991). *The truth about where you live: An atlas for action on toxins and mortality*. New York: Random House.

Gotts, E.E. & Purnell, R.F. (October 1986). Families and schools in rural appalachia. *American Journal of Community Psychology*, 14(5), 499-520.

Gulati, P., & Guest, G. (January 1990). The community-centered model: A garden-variety approach or a radical transformation of community practice? *Social Work*, 35(1), 63-68.

Hanna, M., & Robinson, B. (1994). *Strategies for community empowerment: Direct action and transformative approaches to social change practice*. Lewiston, NY: Edwin Mellen Press.

Haynes, K.S. & Mickelson, J.S. (1991). *Affecting change: Social workers in the political arena*. White Plains, NY: Longman.

Hoff, M.D. & McNutt, J.G. (1994). *The global environmental crisis: Implications for social welfare and social work*. Aldershot, England: Avebury.

Holloway, S., & Brager, G. (1985). Implicit negotiations and organizational practice. *Administration in Social Work*, 9(2), 15-24.

Holman, J.E. & Caston, R. J. (April 1987). Interorganizational influence on mental health diagnoses: A macro-level study of labeling processes. *Sociological Perspectives*, 30(2) 180-200.

Hudson, B. (July 1987). Collaboration in social welfare: A Framework for analysis. *Policy and Politics*, 15(3), 175-82.

Hyman, D. (1990). Six models of community intervention: A dialectical synthesis of social theory and

- social action. *Sociological Practice*, 8, 32-47.
- Iglehart, A.P. & Becerra, R.M. (1995). Recurring issues and the next steps. *In Social services and the ethnic community* (pp. 271-285). Boston, MA: Allyn and Bacon.
- Iglehart, A.P. & Becerra, R.M. (1995). Service delivery to diverse communities: Agency-focused obstacles and pathways. *In Social services and the ethnic community* (pp. 204-239). Boston, MA: Allyn and Bacon.
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- Lyons, C.M., Minihan, P.M. & Dean, D.H. (1992). Access to dental health care for persons with mental retardation in community residential settings. *New England Journal of Human Services*, 11(1), 14-19.
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