

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

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

Course Outline  
Fall 2007

Section #002

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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 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.

\*While additional details regarding these course requirements will be reviewed in-class, specific instructions for Program Proposal/Defense can be accessed on-line @UT under Assignments.

**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 (4<sup>th</sup> 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 (3<sup>rd</sup> 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 Workplace: 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) "he 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". Ralph Brody, Effectively Managing Human Service Organizations (2<sup>nd</sup> 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**  
---      Class Presentations

**Session 14**  
---      Class Presentations

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Bibliography

Albrecht, , K. (1983). Organizational development: A total systems approach to positive change in any business organization. Englewood Cliffs, NJ: Prentice-Hall, Inc.

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

Arches, J. (2001). Powerful partnerships. Journal of Community Practice, 9(2), 15-30.

Austin, D. A., (1995). Management overview. In NASW, Encyclopedia of Social Work (pp. 1642-1658). New York: National Association of Social Work.

Bennis, W. G. (1989). Learning some basic truisms about leadership. In W. G. Bennis, Why leaders can't lead: The unconscious conspiracy continues. San Francisco: Jossey-Bass Publishers.

Brown, L. D. (1983). Managing conflict at organizational interfaces. Reading, MA: Addison-Wesley Publishing Co.

Burns, M. J.(1978). Transactional and transforming leadership. In James MacGregor Burns, Leadership (pp.19-20). New York: Harper Collins Publishers, Inc.

Castelloe, P., & Prokopy, J. (2001). Recruiting participants for community practice interventions: Merging community practice theory and social movement theory. Journal of Community Practice, 9(2), 31-48.

Darr, K. (1997). Ethics in Health Services Management, (3<sup>rd</sup> ed.). Baltimore: Health Professions Press.

Donohue, Wm. A., (with Kolt, R.). (1992). Managing interpersonal conflict. Newbury Park, CA: Sage Publications.

Galambos, C. M., & Hughes, S. L. (2001). Using political and community activism to develop leadership skills in Women. Race, Gender & Class, 7(4), 18-35.

Ginsberg, L., & Keys, P. R. (Eds). New management in human services (2<sup>nd</sup>. ed.). Washington, DC: National Association of Social Work Press.

Golembiewski, R. T., & Eddy, WM. B. (1978). Organizational Development in public administration (Parts I, 2). New York: Marcel Dekker, Inc.

Gummer, B. (1998). Current perspectives on diversity in the workforce: How diverse is diverse? Administration in Social Work, 22(1), 83-100.

Haag, A. M. (1997). The impact of electronic networking on the lesbian and gay community. In J. D. Smith, & R. J. Mancoske (Eds.), Rural gays and lesbians: Building on the strengths of communities (pp. 83-94). Binghamton, NY: Harrington Park Press.

Hoefler, R. (2001). Highly effective human services interest groups: Seven key practices. Journal of Community Practice, 9(2), 1-13.

Hopkins, W. E. (1997). Ethical dimensions of diversity. Thousand Oaks, CA: Sage Publications.

Kirst-Ashman, K., & Hull, G. H., Jr. (2001). Generalist practice with organizations and communities. Belmont, CA: Wadsworth (Brooks/Cole) Thomson Learning.

Mallon, G. P. (1999). A call for organizational transformation. In G. P. Mallon (Ed.), Social services with transgendered youth (pp. 131-142). New York: Harrington Park Press.

Mizrachi, T. (2001). The status of community organizing in 2001: Community practice context, complexities, contradictions, and contributions. Research on Social Work Practice, 11(2), 176-189.

Parsons, R. J. (1991). The mediator role in social work practice. Social Work, 36(6), 483-487.

Pillari, V., & Newsome, M., Jr. (1998). Human behavior in the social environment: Families, groups, organizations, and communities. Pacific Grove, CA: Brooks/Cole Publishing Co.

Skidmore, R. A. (1995). Social work administration: Dynamic management and human relationships. Boston: Allyn & Bacon.

Wolf, T. (1999). Managing a nonprofit organization in the twenty-first century. New York: Fireside/Simon & Schuster, Inc.

Woodside, M., & McClam, T. (2002). An introduction to human services (4<sup>th</sup> ed.). Pacific Grove, CA: Brooks/Cole.