

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

SW 541– Leadership and Management in the Human Services

**FALL 2008 (3 credit hours)
Tuesday, 12:20 - 3:40 PM
Interactive, Communications Center Studio**

**Instructor: Dr. S. L. Bowie
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Office Hours: Thursday, 11:35 AM - 1:30 PM**

INSTRUCTOR EXPECTATIONS OF STUDENTS:

- **Demonstrated growth, development, and maturation in critical thinking capacity as it relates to the social work profession, social welfare institutions, including public and private human service organizations, and current national and international events related to social work macro practice and management;**
- **Demonstrated ability to effectively work in teams to in order to complete a sophisticated, challenging, and comprehensive Strategic Plan in an incremental and timely manner; and,**
- **Students are expected to (1) complete assigned readings in preparation for each class; (2) attend all classes and actively participate in class discussions, case study analyses, and activities; and, (3) Complete all assignments by the scheduled deadlines.**

CLASS REQUIREMENTS, ASSIGNMENTS, AND GRADING:

The final grade in the class will be based upon the following criterion and their corresponding grade percentages:

<u>Event</u>	<u>% of Grade</u>	<u>Date</u>
Leadership Assessment/ Analysis (A&A)	10%	Beginning Sept 9
Exam I	20%	September 23
Exam II	20%	November 11
Final Strategic Planning Exam (Take-home)	40%	Receive Nov 4, Due Dec 2
Peer Review Evaluation	10%	December 2

Total = 100%

Examinations I and II (25% each of final grade):

The in-class examinations will be administered on September 23 and November 11, 2008. Both examinations will be exercises in integrative and critical thinking on specific leadership and management content covered in the course. Students will be provided with comprehensive hypothetical scenarios (based on factual, “real world” situations) that they will be required to respond to. Students will be required to provide written essay responses to the questions, based on the information provided in the scenario. Students will also be required to demonstrate mastery of course content by incorporating it into responses, where appropriate.

Final Take Home Exam (40% of final grade):

Final Take-Home Exams will be given to students on November 4, 2008, and must be completed and turned in by Tuesday, December 2, which is the last regular day of class for the semester.

For the final Examination, students will work individually to develop a comprehensive and detailed Strategic Plan for a hypothetical leadership and management case scenario that will be provided. In addition, students will have to provide responses and discussion regarding issues of

leadership style, communication, political influences, conflicts, resolution of the conflicts, team-building, community collaboration, ethics, multi-cultural awareness and diversity issues, and so forth. Students are discouraged from submitting papers that exceed 65 pages. More information will be provided on the exams at the appropriate time during the semester.

Peer Review Evaluation Group Members (10% of final grade):

The instructor will make a deliberate effort to encourage self-criticism and will emphasize the need to develop social work macro practitioners who are committed to continuous development of professional self. With that goal in mind, all team members will be accountable to their peers in terms of handling their tasks, duties, and responsibilities related to the Final Exam paper. At the end of the semester, each team member will conduct an anonymous Peer Review Evaluation Rating of other team members that addresses the following:

- Extent of participation at group meetings, including attendance and punctuality;
- Extent of active involvement in planning and completing the Final Exam term paper; and,
- Extent that member handled their overall responsibilities (i.e., “carried their weight”) with both the Final Exam term Paper in a responsible and productive manner.

Assignment/Exam “Make-Up” Policy:

If an assignment is not completed by the deadline date, or an examination is missed, the grade will be recorded as a “0” grade (no points). Make up examinations or assignment extensions will only be given in cases of verifiable emergencies. If there are extenuating circumstances, the instructor must be notified prior to the date of an examination or the due date of an assignment. Be prepared to verify any emergency in writing, and possibly back-up verification, if requested.

Required Textbook:

American Psychological Association (2001). *Publication manual of the American Psychological Association* (5th ed.). Washington, DC: Author.

Note: Most course content will be provided with Power Point class presentations by the instructor. The Power Point slides will include content from current scholarly literature and research on social welfare policy, as well as electronic and printed media. The Power Point slides will be provided to the class electronically and students are responsible for knowing the information.

Recommended readings:

- Ginsberg, L., & Keyes, P.R. (Eds.). (1995). *New management in human services*. Washington, DC: NASW Press.
- Brody, R. (2005). *Effectively managing human service organizations* (3rd ed.) Thousand Oaks, CA: Sage.
- Austin, M.J., & Hopkins, K.M. (Eds.)(2005). *Supervision as collaboration in the human services: Building a learning culture*. Thousand Oaks, CA: Sage.
- Edwards, R.L., Yankey, J.A., & Aptpeter, M.A. (Eds.)(1998). *Skills for effective management of nonprofit organizations*. Washington, DC: NASW Press.
- Kettner, P.M. (2002). *Achieving excellence in the management of human service organizations*. Boston: Allyn and Bacon.
- Meehaghan, T.M., & Gibbons, W.E. (2000). *Generalist practice in larger settings: Knowledge and skill concepts*. Chicago: Lyceum.
- Tsui, M. (2005). *Social work supervision: Contexts and concepts*. Thousand Oaks, CA: Sage.
- Weinbach, R.W. (2003). *The social worker as manager: A practical guide to success* (4th ed.). Boston: Allyn and Bacon.
- Berger, R.M., & Kelly, J.J. (1995). Gay men overview. In NASW, *Encyclopedia of social work*, (19th ed), Vol. 2 (pp. 1064-1075). Washington DC: NASW.
- Cox, C.B., & Ephross, P.H. (1998). *Ethnicity in social work practice*. New York: Oxford.
- Devore, W., & Schlesinger, E.G. (1999). Ethnic sensitive macro practice. In *Ethnic sensitive social work practice* (5th ed.). Needham Heights, MA: Allyn & Bacon.

- Harper, K.V., & Lantz, J. (1996). *Cross-cultural practice: Social work with diverse populations*. Chicago: Lyceum.
- Hayden, M.F. (2000). Social policies for people with disabilities. In J. Midgley, M.B. Tracey, & M. Livermore (Eds), *The handbook of social policy* (pp. 277-292). Thousand Oaks, CA: Sage.
- Lum, D. (2000). *Social work practice and people of color* (4th ed.). Belmont, CA: Wadsworth.
- Meenaghan, T.M., & Gibbons, W.E. (2000). *Generalist practice in larger settings: Knowledge and skill concepts*. Chicago: Lyceum.
- Tully, C.T. (1995). Lesbians overview. In NASW, *Encyclopedia of social work*, (19th ed), Vol. 2 (pp. 1591-1604). Washington DC: NASW.

Semester Timetable, Weekly Topics, and Reading Assignments

WEEK	MAJOR DISCUSSION TOPICS (**)
#2, Aug 26	<p>**Introduction to course</p> <p>**Review of syllabus, course format, major assignments</p> <p>**Professional challenges for administrators and managers in social work</p>
#3, Sept 2	<p>**Leadership in an organizational context</p> <p>**Theories and concepts of leadership and administration</p> <p>**Leadership characteristics, skills and styles</p> <p>**Organizational culture and values</p>

Recommended Reading:

Brody	pp. 1-19, "leading the organization"
Meenaghan & Gibbons	pp. 23-34, "Working with organizations" pp. 125-130, "Being a leader"

Ginsberg & Keys pp. 38-44, "The imperative of professional leadership in public service management"

#4, Sept 9 **Leadership in an organizational context, cont.
**Theories and concepts of leadership and administration, cont.
**Leadership characteristics, skills and styles, cont.
**Organizational culture and values, cont.

#5, Sept 16 **The political arena and related environmental influences in social work administration

Recommended reading:

Ginsberg & Keys pp. 57-71, "The politics of human services administration"
pp. 203-218, "Administering alternative social programs"

#6, Sept 23 ** Examination I **

#7, Oct 30 **Multi-culturalism, diversity, discrimination, and oppression Issues in social work administration and service delivery

Recommended reading:

Brody pp. 151-171, Humanizing the
Ginsberg & Keys pp. 115-127, "Managing in the new multi-cultural workplace"
pp. 128-151, "Women and social work management"

Edwards et al. pp. 200-218, "Advancing women in the managerial ranks"

Tully pp. 1591-1604, "Lesbians overview"

#8, Oct 7 **Multi-culturalism, diversity, discrimination, and oppression issues in social work administration and service delivery (Continued)

Recommended readings:

Barger & Kelly pp. 1064-1075, "Gay men overview"

Harper & Lantz pp. 142-156, "Elderly Clients"

Cox & Ephross, pp. 101-119, "Ethnicity and social services"

Lum pp. 81-113, "Knowledge theory and people of color," "Issues in culturally diverse knowledge theory," and "Theories of culture"

Devore & Schlesinger pp. 261-283, "Ethnic-sensitive practice in the public sector: From AFDC to TANF"

Hayden pp. 277-292, "Social policies for people with disabilities"

#9, Oct 14 **Strategic planning and action planning
**Organizational problem-solving

Recommended reading:

Brody pp. 20-38, 58-96, "Strategic planning," "Implementing action plans," and "Problem-solving"

Edwards et al. pp. 453-468, "Planning and managing strategically"

#10, Oct 21 **Strategic Planning, Continued

****Strategies for enhancing employee productivity**

Recommended reading:

Brody pp. 97-150, "Time management,"
"Finding and keeping productive
employees," "Managing employment
challenges"

#11, Oct 28 ****Staff recruitment, supervision, evaluation, and reward
strategies**

Recommended reading:

Brody pp. 172-221, "Supervising staff,"
"Appraising and compensating staff
performance."
Edwards et al. pp. 155-184, "Recruiting and
selecting effective employees"
pp. 262-278, "Dismissing problem
employees"

#12, Nov 4 ****Team-building and development of coalitions
**Enhancing communication and minimizing conflict in
organizations**

***** Students receive Take-Home Final Exams Today *****

Recommended reading:

Brody pp. 384-401, "Team-building and
coalition-building"

Edwards et al. pp. 185-199, "Designing and

sustaining meaningful organizational teams”

#13, Nov 11

***** Examination II *****

#14, Nov 18 ****Administration and “front line” staff interactions**

Recommended reading:

Brody

pp. 345-383, “Making meetings productive” and “Improving communication and handling conflict”

#15, Nov 25 ****Working effectively with a non-profit agency Board of Directors**

Required reading:

Brody

pp. 402-424, “Working with a board of trustees”

Recommended:

Edwards et al.

pp. 425-452, “Strengthening Board performance”

#16, Dec 2

***** Peer Review/Group Evaluations Due Today *****

***** Take Home Finals Due Today *****

****Final Regular Class**

****Wrap-Up**

****Course Evaluations**

COURSE GRADING:

The grading scale used for the course is:	99 - 100	A+
	94 - 98	A
	90 - 93	B+
	82 - 89	B
	79 - 81	C+
	72 - 78	C
	67 - 71	D
	< 67	F

Attendance:

Regular class attendance is considered professional behavior. Students are expected to discuss absences with the instructor. More than 2 un-excused absences may result in the markdown of the final grade by one grade level (e.g. A to B+. etc.). 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, field and life experience, and complete all assignments on time.

BIBLIOGRAPHY

- Austin, M.J. (2003). Managing out: The community practice dimension of effective agency management. *Journal of Community Practice, 10*(4), 33-48.
- Austin, M.J., & Hopkins, K.M. (Eds.)(2005). *Supervision as collaboration in the human services: Building a learning culture*. Thousand Oaks, CA: Sage.
- Bargal, D. (2000). The manager as leader. In R.J. Patti (Ed.), *The handbook of social welfare management* (pp. 303-319). Thousand oaks, CA: Sage.
- Bailey, D., & Koney, K. M. (2000). *Strategic alliances among health and human services organizations*. Thousand Oaks, CA: Sage.
- Bianco-Mathis, V.E., Nabors, L.K., & Roman, C.H. (2002). *Leading from the Inside out: A coaching model*. Thousand Oaks, CA: Sage.
- Bies, A. (2002). Accountability, organizational capacity and continuous

- improvement: Findings from Minnesota's nonprofit sector. In P. Barber (Ed.), *New directions in philanthropy* (pp. 51-80). Thousand Oaks, CA: Sage.
- Briggs, H.E., & Rzepnicki, T.L. (2004). *Using evidence in social work practice: Behavioral perspectives*. Chicago: Lyceum.
- Brody, R., & Nair, M.D. (2003). *Macro practice: A generalist approach* (6th ed.). Wheaton, IL: Gregory Publishing.
- Bruce, E.J., & Austin, M.J. (2000). Social work supervision: Assessing the past and mapping the future. *The Clinical Supervisor*, 19(2), 85-107.
- Cascella, V. (2001). Three keys for translating strategy into action. *Journal of Organizational Excellence*, 21(1), 65-71.
- Cheung, F.C.H., & Tsui, M.S. (2002). A wake-up call to the social work profession. *Families in Society*, 83(2), 123-124.
- Clarke, J., Gewirtz, S., & Mclaughlin, E. (Eds.)(2000). *New managerialism, new welfare?* Thousand Oaks, CA: Sage.
- Drinka, T., & Clark, P. (2000). *Health and teamwork: Interdisciplinary practice and teaching*. Westport, CT: Auburn House.
- Dubrow, A., Woche, D., & Austin, M.J. (2001). Introducing organizational development (OD) practices into a county human services agency. *Administration in Social Work*, 25(4), 63-83.
- Edwards, R.L., Yankey, J.A., & Aptpeter, M.A. (Eds.). *Skills for effective management of nonprofit organizations*. Washington, DC: NASW Press.
- Gellis, Z. (2001). Social work perceptions of transformational and transactional leadership in health care. *Social Work Research*, 25(1), 17-25.
- Gibelman, M., & Schervish, P.H. (1997). Supervision in social work: Characteristics and trends in a changing environment. *The Clinical Supervisor*, 16(12), 1-15.
- Goetz, E.G. (2003). *Clearing the way: Deconcentrating the poor in urban America*. Washington, DC: Urban Institute.
- Hawkins, P., & Shohet, R. (2000). *Supervision in the helping professions* (2nd ed.). Philadelphia, PA: Open University Press.
- Hopkins, K. (2001). Manager intervention with troubled supervisors: Help and support starts at the top. *Management Communication Quarterly*, 15(1), 83-99.
- Hughes, L., & Pengelly, P. (1997). *Staff supervision in a turbulent environment: Managing process and task in front-line services*. London: Jessica Kingsley.
- Kadushin, A., & Harkness, D. (2002). *Supervision in social work* (4th ed.). New York: Columbia University Press.

- Kelly, M.J. (2001). Management mentoring in a social service organization. *Administration in Social Work, 25*(1), 17-33.
- Kettner, P.M. (2002). *Achieving excellence in the management of human service organizations*. Boston: Allyn and Bacon.
- Lennon, M.C., & Corbett, T. (Eds.)(2003). *Policy into action: Implementation research and welfare reform*. Washington, DC: Urban Institute.
- Meehaghan, T.M., & Gibbons, W.E. (2000). *Generalist practice in larger settings: Knowledge and skill concepts*. Chicago: Lyceum.
- Menefee, D. (2000). What managers do and why they do it. In R.J. Patti (Ed.), *Handbook of social welfare administration* (pp. 247-266). Thousand Oaks, CA: Sage.
- O'Hare, T. (2005). *Evidence-based practices for social workers: An interdisciplinary approach*. Chicago: Lyceum.
- Perlmutter, F.D., Bailey, D., & Netting, F.E. (2001). *Managing human resources in the human services: Supervisory challenges*. Oxford: Oxford University.
- Proehl, R. (2001). *Organization change in the human services*. Thousand Oaks, CA: Sage.
- Rae, A., & Nicholas-Wolosuk, W. (2003). *Changing agency policy: An incremental approach*. Boston: Allyn and Bacon.
- Shafritz, J.M., & Ott, J.S. (1996). *Classics of organizational theory* (4th ed.). New York: Harcourt Brace.
- Sowers, K., & Ellis, R. (2001). Steering currents for the future of social work. *Research on Social Work Practice, 11*(2), 245-253.-
- Specht, H. & Courtney, M.E. (1994). *Unfaithful angels*. New York: Free Press.
- Tsui, M. S. (2005). *Social work supervision: Contexts and concepts*. Thousand Oaks, CA: Sage.
- Tsui, M.S. (2004). Charting the course of future research on supervision. In M.J. Austin & K.M. Hopkins (Eds.), *Supervising in the human services: Building a learning organization*. Thousand Oaks, CA: Sage.
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- Weinbach, R.W. (2003). *The social worker as manager: A practical guide to success* (4th ed.). Boston: Allyn and Bacon.