

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

**SW 541 – Leadership and Management in Human Services (3 Credit Hours)
Fall 2008**

Instructor: Leonora E. Foels, PhD, LCSW, LICSW
Class Time: Online
Office Hours: By appointment.

Phone: 256-1885 ext. 136
Email: lfoels@utk.edu
Office: Room 280

Required Text

Brody, R. 2005). *Effectively managing human service organizations* (3rd ed.). Thousand Oaks, CA: SAGE Publications

There are also other **required** readings that are listed in the syllabus and made available at the UTK on-line Library Course Reserves site.

Course Requirements

Graduate level work includes an ability to synthesize one's experience and knowledge into an explanation that illuminates theory and an understanding of the course material. The writing of papers is expected to be organized, succinct in conceptualization and syntax and grammatically correct. Even if you use a word processing program with spell check, proof read your work. All work must be cited. The **Publication Manual of the American Psychological Association (5th ed.)** is expected to be used as a guide for format, title page, headings/subheadings, in-text citations, and list of references at the end of the paper. The following criteria will be used for all graded assignments:

- Quality and clarity of writing and organization;
- Comprehensiveness;
- The extent to which course concepts,, discussion and readings are reflected in the writing; and
- Submission of assignments on the dates specified within the guidelines provided.

1. Assigned Readings, Attendance, and Assignments

Except for the initial class session, there will be no mandatory class meetings for this course. That being said students are expected to complete all readings assigned by the instructor and submit all written assignment on their specific due date. Any assignment **NOT submitted** on the specified due date is subject to a **penalty of two (2) points per day** until the assignment is turned in. **Any assignment that is more than 7 days overdue will not be accepted.**

In the case of a medical or personal emergency, students should make reasonable effort to contact the instructor in advance via e-mail or voice mail. Students will only be excused for documented emergencies. For those absences that are not due to documented

emergencies there will be no make-ups.

2. Assignments

Leadership Self-Assessment (20 points) Due Week 4, 09/10/2008

The purpose of this assignment is to help you develop an insight into your style of leadership. A central part of this paper should be candid, open examination of how you function as a leader within organizations which you have participated. Please note: you do not have to be in a managerial position to be a leader. Guidelines for completing this assignment will be available on the course website.

Mid-Term Examination (20 points) Due Week 8, 10/08/2008

A mid-term examination will be given on-line during week 8. The examination will require students to demonstrate knowledge of management and leadership issues including topics covered in course reading material and lectures. General topics for the exam will include but not limited by the following: ethics, social work management/administration, leadership/management theories and concepts, and strategic planning.

Program Review and Plan (30 points) Due Week 12, 11/05/2008

The purpose of this assignment is to understand and analyze various aspects of the program in which you work. This assignment provides students with an opportunity to conduct a program review in order to identify and develop a detailed plan for at least two components of the program in need of development. Guidelines for completing both of this assignment will be discussed in class and available on the course website.

Quizzes (30 points) Due Week 11, 10/29; Week 13, 11/12; and Week 14, 11/19/2008

There will be three on-line quizzes given throughout the semester. The format for quizzes will include questions covering the content of the required readings and lecture notes. Make up quizzes will not be given unless due to documented emergencies.

Grade Distribution

Leadership Self Assessment	20 points
Mid- Term Examination	20 points
Program Review and Plan	30 points
Quizzes (3 @ 10 pts each)	<u>30 points</u>
Total	100 points

**Due dates are noted on each assignment as well as the attached course schedule.

Grading Scale

The following grading scale will be used for final course grade.

- A (95-100) Outstanding/Superior – Exceptional performance. Consistently exceeds expectations.
- B+ (90-94) Very Good – Student consistently meets and occasionally exceeds normal expectations for the course.
- B (85-89) Good – Student consistently meets normal expectations for the course.
- C+ (80-84) Average – There is unevenness in grasping course content. Student is inconsistent in meeting the normal expectations for the course.
- C (70-79) Poor - There is a lack of understanding of course content. Student does not meet course expectations.
- F (69-Below) Very Poor – There is a lack of attendance or incomplete assignments. Course expectations are not met.

Course Outline

Week 1 (8/20-8/26) **Overview of course.** Review syllabus, course outline, assignments, Blackboard (course website), and library reserve information. **Introduction to organization management**

Required Readings

Patti, Chapter 1, The landscape of social welfare management
Chapter 2, Social work and social welfare administration

Weinbach, Chapter 1, Defining and describing management

Week 2 (8/27-9/2) **Understanding the Context of Human Services Management; Social Work Administration and Organizational Theory**

Required Readings

Weinbach, Chapter 2, The context of human services management
Chapter 3, Historical origins of current approaches to management

Supplemental Readings

Patti, Chapter 5, Social welfare administration and organizational theory

Week 3 (9/3-9/9) **Leadership/Management Theories and Concepts**

Required Readings

Sivanathan, N., Arnold, K.A., Turner, N. & Barling, J. (2004). Leading Well: Transformational Leadership and Well-Being. In P.A. Linley & S. Joseph *Positive Psychology in Practice*, (pp. 241-255). Hoboken, NJ: John Wiley & Sons, Inc.

Weinbach, Chapter 10, Leading

Supplemental Readings

Patti, Chapter 15, The manager as leader

Week 4 Leadership Style, Competencies and Skills

(9/10-9/16)

Required Readings

Brody, Chapter 1, Leading the organization
Chapter 5, Problem solving

***Leadership Self-Assessment DUE today**

Week 5 The Ethics of Management

(9/17-9/23)

Required Readings

Bisman, C. (2004). Social Work Values: The Moral Core of the Profession.
British Journal of Social Work, 34, 109-123.

Patti, Chapter 4, Administrative ethics
Chapter 12, What managers do and why they do it

Week 6 Agency-Environment Relations and Organizational Development

(9/24-9/30)

Required Readings

Brody, Chapter 3, Design and developing consumer-oriented programs

Supplemental Readings

Patti, Chapter 7, Agency-environment relations: Understanding Task
Environments
Chapter 8, Organizational structure and performance

Week 7 Managing Planned Change and Strategic Management

(10/1-10/7)

Required Readings

Brody, Chapter 2, Strategic Planning
Chapter 4, Implementing Action Plans

Supplemental Readings

Patti, Chapter 17, Managing and planning process

Weinbach, Chapter 4, Planning

Week 8 Mid Term Examination will include the following topics ethics, social work
(10/8-10/14) management/administration, leadership/management theories and concepts, and
strategic planning; and posted on-line (*Note: Take the exam before next class*).

Week 9 Human Resource Development: Diversity in the workplace

(10/15-10/21)

Required Readings

Weinbach, Chapter 5, Creating and managing staff diversity

Supplemental Readings

Patti, Chapter 21, Managing for diversity and empowerment in social services

Week 10 Human Resource Development: Recruiting and Retaining Employees

(10/22-10/28) **Required Readings**

Brody, Chapter 7, Finding and keeping productive employees
Chapter 8, Managing employment challenges

Supplemental Readings

Weinbach, Chapter 7, Staff performance evaluations and personnel actions
Chapter 8, Organizing

Week 11 Human Resource Development: Supervising and Employee Appraisals

(10/29-11/4) **Required Readings**

Brody, Chapter 10, Supervising staff
Chapter 11, Appraising and compensation performance

Supplemental Readings

Patti, Chapter 11, The individual in the organization: The impact of human service workers' attitudes on job response
Chapter 13, Managing for social outcomes: The critical role of information commitment to organizations: International empirical explorations.

***Quiz will cover human resource development content and posted on-line.
(Note: Take the quiz before next class).

Week 12 Financial Knowledge and Skills: Managing Finances

(11/5-11/11) **Required Readings**

Brody, Chapter 12, Managing agency finances
Chapter 13, Strategic development I
Chapter 14, Strategic development II

Supplemental Readings

Patti, Chapter 6, Structural and Fiscal Characteristics of Social Services Agencies

***Program Review and Plan DUE today**

Week 13 Financial Knowledge and Skills: Resource Development

(11/12-11/18) **Required Readings**

Brody, Chapter 15, Preparing effective proposals
Chapter 16, Seeking Funding

Supplemental Readings

Patti, Chapter 18, Manager as resource developer

***Quiz will cover financial knowledge and skills content and posted on-line.
(Note: Take the quiz before next class).

Week 14 Innovation and Managing Change

(11/19-11/25) **Required Readings**

Brody, Chapter 18, Improving communications and handling conflicts
Chapter 19, Team building/coalition building
Chapter 20, Working with board of trustees

Supplemental Readings

Patti, Chapter 22, Initiating and implementing change

***Quiz will cover innovation and managing change content and posted on-line.
(Note: Take the quiz before next class).

Week 15 Wrap Up and Course Evaluation
(11/26-12/2)

Additional Resources

As professional social workers it is our responsibility to continually grow and develop through professional study. The following represents **SOME** of the many additional reading material you can use in this valuable pursuit.

Gender and Diversity Issues

Daly, A., (Ed.) (1998). *Workplace diversity: Issues & perspectives*. Washington, D.C.: NASW Press.

Igelhart, A. (2000). Managing for diversity and empowerment in social services. In Patti, R. (Ed.), *The handbook of social welfare management*. Thousand Oaks, CA: Sage Publications.

Mor Barak, M. E., Findler, L., & Wind, L. H. (2001). Diversity, inclusion, and commitment to organizations: International empirical explorations. *Journal of Behavioral and Applied Management*, 2(2), 70-91.

Mor Barak, M. E. (2000). Beyond affirmative action: Toward a model of diversity and organizational inclusion. In M. E. Mor Barak & D. Bargal (Eds.), *Social services in the workplace: Repositioning occupational social work in the new millennium* (pp. 47-68). New York: The Haworth Press, Inc.

Poverny, L. (2000). Employee assistance practice with sexual minorities. *Administration in social work*, 23 (3/4). 69-91.

Singer, T. (1995). Sexual harassment. In R. Edwards (Ed.), *Encyclopedia of social work* (19th ed., pp. 2148-2157). Washington, DC: NASW Press.

Planning and Strategy

Allison, M. & Kaye, J. (2005). *Strategic Planning for Nonprofit Organizations*, 2nded. New York: John Wiley & Sons. .

Brinckerhoff, P. (2000). *Social entrepreneurship: The art of mission-based venture development*. New York: John Wiley & Sons.

- Bryson, J. (2004). *Strategic Planning for Public and Nonprofit Organizations* (3rd ed). San Francisco: Jossey-Bass, Inc.
- Dees, G., Emerson, J. & Economy, P. (2001). *Enterprising nonprofits: A toolkit for social entrepreneurs*. New York: John Wiley & Sons.
- Dees G., Emerson, J. & Economy, P., Eds. (2002). *Strategic tools for social entrepreneurs: Enhancing the performance of your enterprising nonprofit*. New York, NY: John Wiley & Sons.
- Kaplan, R. & Norton, D. (2001). *The strategy-focused organization: How balanced scorecard companies thrive in the new business environment*. Boston: Harvard Business School Press.
- Oster, S., Massarsky, C., & Beinhacker, S., Eds. (2004). *Generating and sustaining nonprofit earned income: A guide to successful enterprise strategies*. San Francisco: Jossey-Bass.

Nonprofit and Public Sector Marketing

- Brinckerhoff, P. (1998). *Mission-based marketing*. San Francisco: Jossey-Bass.
- Ewing, M., Ed. (2001). *Social Marketing*. New York: The Haworth Press.
- Herron, D. (1997). *Marketing nonprofit programs and services*. San Francisco: Jossey-Bass.
- Kotler, P. & Andreasen, A. (2003). *Strategic Marketing for Non Profit Organizations* (6th Edition). Upper Saddle River, NJ: Prentice Hall.
- Stern, G. (2001). *Marketing workbook for nonprofit organizations. Volume I: develop the plan*. St. Paul: Amherst Wilder Foundation.
- Stern, G. (2001). *Marketing workbook for nonprofit organizations. Volume II: mobilize people for marketing success*. St. Paul: Amherst Wilder Foundation.

Leadership

- Aviolo, B. & Bass, B. (2002). *Developing potential across a full range of leadership: Cases on transactional and transformational leadership*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Bargal, D. (2000). *The manager as leader*. In Patti, R. (Ed.), *The handbook of social welfare management*. Thousand Oaks, CA: Sage Publications, 303-319.
- Bennis, W. & Goldsmith, J. (2003). *Learning to lead: A workbook on becoming a Leader*. New York: Basic Books.
- Bennis, W., Spreitzer, G., & Cummings, T., eds. (2001). *The future of leadership*. San Francisco: Jossey-Bass.
- Buckingham, M. & Coffman, C. (1999). *First, break all the rules*. New York: Simon & Schuster.

- Buckingham, M. & Clifton, D. (2001). *Now, discover your strengths*. New York: The Free Press.
- Carlson, M. & Donohoe, M. (2003). *The executive director's survival guide: Thriving as a nonprofit leader*. San Francisco: Jossey-Bass.
- Cohen, A. & Bradford, D. (2005). *Influence Without Authority*, 2nd Ed. San Francisco: Jossey-Bass.
- Connerley, M. & Pederson, P. (2005). *Leadership in a diverse and multicultural environment*. Thousand Oaks, CA: Sage Publications.
- Covey, S. (1990). *Principle-centered leadership*. New York: Simon & Schuster.
- Dym, B. & Hutson, H. (2005). *Leadership in nonprofit organizations*. Thousand Oaks, CA: Sage Publications.
- Giber, D., Carter, L., Goldsmith, M. (Eds.), (1999). *Linkage Inc.'s best practices in leadership development handbook*. San Francisco: Jossey-Bass.
- Hesselbein, F., Goldsmith, M., & Somerville, I., eds. (2002). *Leading for innovation*. San Francisco: Jossey-Bass.
- Hesselbein, F. & Johnson, R., eds. (2002). *On high-performance organizations*. San Francisco: Jossey-Bass Inc.
- Hudson, M. (2005). *Managing at the leading edge*. San Francisco: Jossey-Bass.
- Kouzes, J. & Posner, B. (2002). *The leadership challenge* (3rd ed.). San Francisco: Jossey-Bass Inc.
- McCauley, C. & Van Velsor, E., (Eds.). (2003). *The center for creative leadership handbook of leadership development*, 2nd ed. San Francisco: Jossey-Bass Inc.
- Moxley, R. (2000). *Leadership and Spirit: Breathing New Vitality and Energy into Individuals and Organizations*. Jossey-Bass: San Francisco.
- Nanus, B. & Dobbs, S. (1999). *Leaders who make a difference: Essential strategies for meeting the nonprofit challenge*. San Francisco: Jossey-Bass.
- Northouse, P. (2004). *Leadership: Theory and practice*, 3rd ed. Thousand Oaks, CA: Sage Publications.
- Patti, R. (2003). Reflections on the state of management in social work. *Administration in Social Work*, 27(2), 1-11.
- Riggio, R. & Orr, S. (2004). *Improving leadership in nonprofit organizations*. San Francisco, CA: Jossey-Bass.
- Wimpfheimer, S. (2004). *Leadership and management competencies defined by practicing*

social work managers: An overview of standards developed by the national network for social work managers. *Administration in Social Work*, 28(1), 45-56.

Yukl, G. (2001). *Leadership in organizations*, 5th ed. Englewood Cliffs, NJ: Prentice-Hall.

Zenger, J. & Folkman, J. (2002). *The extraordinary leader*. New York: McGraw-Hill.

Organizational Change

Anderson, D. & Ackerman Anderson, L. (2001). *Beyond change management*. San Francisco: Jossey-Bass Inc.

Austin, M. (Ed.) (2004). *Changing welfare services: Case studies of local welfare reform programs*. New York: The Haworth Press.

Collins, J. (2001). *Good to great: Why some companies make the leap... and others don't*. New York: Harper Business.

Light, P. (2004). *Sustaining nonprofit performance*. Washington, DC: The Brookings Institution.

Osborne, D. & Plastrik, P. (2000). *The reinvention's field book*. San Francisco: Jossey-Bass.

Packard, T. (2000). The Management audit as a teaching tool in social work administration, *Journal of Social Work Education*. 36(1), 39-52.

Proehl, R. (2001). *Organizational Change in the Human Services*. Thousand Oaks, CA: Sage Publications.

Rae, A. & Nicholas-Wolosuk, W. (2003). *Changing agency policy: An incremental approach*. Boston: Allyn & Bacon.

Supervision

Austin, M. and Hopkins, K., Eds. (2004). *Supervision as Collaboration in the Human Services*. Thousand Oaks, CA: Sage Publications.

Dolgoff, R. (2005). *Introduction to Supervisory Practice in Human Services*. Boston: Allyn & Bacon.

Kadushin, A. & Harkness, D. (2002). *Supervision*. New York: Columbia University Press.

Shulman, L. (1995). Supervision and consultation. In R. Edwards (Ed.), *Encyclopedia of Social Work* (19th ed., pp. 2373-2379). Washington, DC: NASW Press.