

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

SW 539 Leadership Skills and Knowledge for Advanced Social Work Practice

Syllabus, Section 004

(2 Credit Hours)

Summer, 2008- June 2 through July 3

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Class time: Online

Office hours: By appointment in an online chatroom.

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. (*Hill topics, 2005*).

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 COMPETENCIES

By the completion of this course, the students are expected to be able to demonstrate (through course activities, assignments, and/or exams):

1. Articulate principles of organization, administration, and strategic planning and community change tactics that promote social and economic justice, combat discrimination and oppression, and increase access to resources (Pops at-Risk & SJ- C.1; Diversity C.1; Policy C.1). (*Content: Social problem identification and problem-solving strategies; Definition and types of planning; Strategic planning and management; Program design and development; Developing action plans. Meeting strategies; Community assessment protocols; Community interface strategies*).
2. Identify sound management practices related to personnel, resource allocation, information technology, and decision-making that is based on scientific analysis, synthesis of empirical data, evaluation outcomes, and other information (Practice C.2; CT/EBP C.3; Pops at-Risk & SJ- C.1). (*Content: Definitions and functions of*

management; Management as an evidence-based process; Comparisons of private, non-profit human service organizations and private businesses; Strategies for organizing work activities in organizations; Controlling and influencing staff behavior).

3. Describe techniques of team-building, collaboration, coordination in organizational and community practice settings, and understanding of influences and implications of culture, geography, community, gender, religion, politics, ideology, and other identities and orientations on different world views (Pops at-Risk & SJ- C.2; Diversity- C.4). (*Content: Team building; Development of coalitions; Conflict resolution; Task group processes and dynamics; Social work in multi-cultural organizations and communities; Women and other under-represented groups in management; Leadership collaboration in diverse communities).*

4. Demonstrate skills in financial management, resource procurement, expenditure analysis, program design, and marketing for diverse, multi-level client systems (Diversity C.1; Policy C.2) (*Content: Managing agency budgets and finances; Funding and resources procurement (grant-writing); The imperative of funding source diversification).*

5. Identify theoretical principles of leadership and management, and interdisciplinary teams and define issues, collect data and develop interventions, taking into account different cultural identities and belief systems (Practice C.3; EBP C.4; Diversity, C.2). (*Content: Management theories and their historical origins; Concepts of leadership, organizations, and management; Multi-culturalism and diversity issues in management and program administration; Knowledge and theories of cultures and people of color; Deficit and non-deficit theories/perspectives and implications for macro-practice; Networking; boundary spanning; futuring; task group process and coalition leadership; conflict management; program development; multidisciplinary teamwork).*

6. Articulate core values and ethical standards of the social work profession within diverse management, organizational, and community practice settings (Values/ ethics C.1). (*Content: NASW and NABSW Code of Ethics; Ethics and values in management and administration; Case studies on ethical dilemmas in leadership; Ethical guidelines for social work managers in organizational settings; The political arena and other environmental influences in leadership).*

7. Assess cultural diversity in organizations and communities, its impact on management, macro-level interventions and resources, and program development (Diversity C.2; Policy C.2). (*Content: Creating and maintaining staff diversity in organizational settings; socio-demographic characteristics, customs and traditions of major ethnic groups in the U.S. and abroad; Equal employment opportunity laws and affirmative action; The Americans with Disabilities Act; Ethnic-sensitive social work practice).*

8. Analyze the organizational, political, economic and cultural factors that influence stability and change. (Policy C.4; Values/Ethics C.4; Diversity- C.2, C.4) (*Content-Effects of age, race, ethnicity, social and economic class, culture, religion, spirituality, and sexual orientation on service delivery and formulation of ethically sound, empirical, best practice intervention strategies; core components of organizational dynamics and analysis (e.g., culture, structure, power, informal and formal communication, employee relationships and functioning, workplace discrimination, bullying and harassment, assertiveness); assessment and intervention strategies with regard to challenging decision-makers in organizations, communities, and society to be responsive to diverse client needs and assets).*

REQUIRED TEXT

Ellis, R.A., Crane-Mallory, K., Gould, M.Y., & Shatila, S.L. (2006). *The Macro Practitioner's Workbook: A Step-by-Step guide to Communities and Organizations*. Pacific Grove, CA: Brooks Cole/Wadsworth.

ORGANIZATION OF THE COURSE AND BLACKBOARD

This course will be taught entirely online. There will be NO SCHEDULED CLASS SESSIONS. Students will need to decide what grade they want to earn and will submit the required number of assignments in order to earn that grade. The section below entitled "Required Activities" describes what kinds of projects must be completed in order to earn each grade. This process is known as "contracting for a grade".

Please note: Although you will not need to use APA style to complete these assignments, the assignments must be completed at an acceptable level in order to count toward the grade. Each assignment will, therefore, receive a satisfactory or unsatisfactory grade. Satisfactory completion of every assignment required for a specific grade will result in the student receiving that grade. Failure to complete an assignment or assignments satisfactorily will result in failure of the course. Students who submit an unsatisfactory assignment will have one opportunity to bring that assignment up to a satisfactory level.

Also please note: You MUST submit a written contract specifying which grade you wish to receive by Wednesday, June 4. Please do NOT post your desired grade on the discussion board. Please submit it directly to the instructor through the Gradebook or Drop Box in Blackboard..

With the exception of the required text (Ellis et al., listed above) all materials for this course are posted on Blackboard.

ASSIGNMENTS AND GRADING

Required activities

Project 1- In order to earn a "B"- Students must read Units 1-24 of the required text (Ellis, et al.) and satisfactorily complete the worksheets for those units.

Project 2- In order to earn a "B+"- Students must successfully and satisfactorily complete all the activities identified in Project 1 (contract for a "B") AND read and prepare a short summary of three chapters of the book "Management" (posted in Blackboard).

Project 3- In order to earn an "A"- Students must successfully and satisfactorily complete all the activities described in Projects 1 and Project 2 AND complete the management self- assessment at <http://www.yourleadershiplegacy.com/assessment.html>. After completion of the assessment the student will complete a 2-3 page paper identifying her/his leadership style, describing its strengths and weaknesses, and describing a brief plan for improving in the areas defined as weaknesses.

All assignments must be submitted according to the schedule provided in the course outline below. All assignments must also be submitted through Blackboard. Instructions for submissions through Blackboard will be provided in the Course Information section of the website.

Grading Scale

The University of Tennessee grading scale is as follows:

93 – 100 A
88 – 92 B+
83 – 87 B
78 – 82 C+
73 – 77 C
68 – 72 D+
63 – 67 D
<63 F

Class policies

1. Students are expected to complete all assignments and submit them by the due date. Exceptions will be granted only in extraordinary circumstances in advance of the due date.
2. Incompletes will be given only according to the rules specified in the written policies of the most recent edition of Hilltopics.
3. All written assignments are due at midnight on the day specified in the course outline. Assignments received after that time will not be accepted unless prior approval is given.
4. Cheating and/or plagiarizing will not be tolerated. Any student caught cheating or plagiarizing will be subject to the disciplinary procedures outlined in their university's student policies.
5. University policy regarding religious holidays will be observed. Any student may request to be excused from class or rescheduling of an assignment to observe a religious day from his/her faith.

COURSE OUTLINE

Week 1- June 4, 2008

Students contracting for a B must: Read chapters 1 through 3 (Unit 1) and complete and submit the worksheets for those chapters.

Students contracting for a B+ must: Read chapters 1 through 3 (Unit 1) and both complete and submit the worksheets for those chapters.

Students contracting for an A must: Read chapters 1 through 3 (Unit 1) and both complete and submit the worksheets for those chapters.

Week 2- June 11, 2008

Students contracting for a B must: Read chapters 4 through 6 (Unit 1) and both complete and submit the worksheets for those chapters.

Students contracting for a B+ must: Read chapters 4 through 6 (Unit 1) and both complete and submit the worksheets for those chapters.

Students contracting for an A must: Read chapters 4 through 6 (Unit 1) and both complete and submit the worksheets for those chapters.

Week 3- June 23, 2008

Students contracting for a B must: Read chapters 7 through 9 (Unit 2) and both complete and submit the worksheets for those chapters.

Students contracting for a B+ must: Read chapters 7 through 9 (Unit 2) and both complete and submit the worksheets for those chapters.

Students contracting for an A must: Read chapters 7 through 9 (Unit 2) and both complete and submit the worksheets for those chapters.

Week 4- June 30, 2008

Students contracting for a B must: Read chapters 10 through 12 (Unit 3) and both complete and submit the worksheets for those chapters.

Students contracting for a B+ must: 1) Read chapters 10 through 12 (Unit 3) and both complete and submit the worksheets for those chapters. 2) Read 3 chapters from "Management" (posted on Blackboard) and submit a brief summary of those chapters.

Students contracting for an A must: Read chapters 10 through 12 (Unit 3) and both complete and submit the worksheets for those chapters. 2) Read 3 chapters from "Management" (posted on Blackboard) and submit a brief summary of those chapters.

Week 5- July 5, 2008

Students contracting for a B must: Read chapters 13-17 (Unit 4) and both complete and submit the worksheets for that chapter.

Students contracting for a B+ must: Read chapters 13-17 (Unit 4) and both complete and submit the worksheets for that chapter.

Students contracting for an A must: 1) Read chapters 13-17 (Unit 4) and both complete and submit the worksheets for that chapter. 2) Complete the management self assessment at <http://www.yourleadershiplegacy.com/assessment.html> and submit the required 2-3 page paper.

Grades will be posted by midnight on July 8.