THE UNIVERSITY OF TENNESSEE
COLLEGE OF SOCIAL WORK
DSW PROGRAM
Spring 2016

Social Work 617- Clinical Management
Credit Hours: 3 Credit Hours
Class Time: Wednesdays, 7 p.m. (EST/EDT after March 13) – see calendar for class schedule

Instructor: Dr. Freida Herron, DSW, MBA, LCSW
Contact Information: fherron@utk.edu; 865-266-9028
Appointments: by request; available for meetings by phone or Zoom session

I. Course Description

This course is designed to develop the professional capabilities required for clinical management practice in a variety of settings. The first segment is devoted to building a baseline understanding of management theories. The second section creates opportunities to deepen the student’s grasp of general management competencies, skills and techniques as well as the unique aspects of managing in clinical settings. The final portion of the course focuses on financial management (e.g., income statements, balance sheets, budgeting) and strategic planning skills. In-class sessions will utilize lecture, discussion and group participation exercises to facilitate learning. Other developmental experiences will include reading, discussion boards, case write-ups, a group project and examinations.

II. Course Rationale

The Doctor of Social Work degree program at the University of Tennessee’s College of Social Work is intended to develop a blend of advanced clinical practice skills and organizational leadership capabilities. This course is intended to equip students to be more effective managers in existing roles and to increase readiness for new responsibilities as opportunities emerge. While the course rests on a foundation of management theory, SW617 places a heavy emphasis on practical skills such as human resources management, budgeting and strategic planning.

III. Course Competencies

By the completion of this course, students are expected to be able to:

1. Identify and understand key management theories and how theories relate to practice;
2. Identify, understand and demonstrate core management skills and competencies;
3. Demonstrate an understanding of the unique aspects of managing clinical teams;
4. Demonstrate an understanding of the major elements of financial documents such as income statements, balance sheets and cash flow statements;
5. Understand the budgeting process (terms, types, cycles, etc.);
6. Develop and demonstrate a working understanding of strategic planning approaches.
IV. Student Learning Objectives

Students will be able to:

1. Provide an overview of management in social services organizations by reviewing practical examples and case studies of administrative activities.
2. Analyze how strategic planning, financial oversight and human resources management contribute to and sustain organizations. Identify specific processes and methods that can improve the functioning of clinical organizations.
3. Understand how the managerial functions of (1) planning, (2) organizing, (3) leading, and (4) controlling are applied to functional responsibilities such as financial management, personnel oversight, and human resource practices.

V. Learning Environment

This course includes both asynchronous and synchronous learning experiences in the online class environment. The student is a co-creator of the learning experience and environment. It is the purpose of this class to provide knowledge and access to resources that will serve as a springboard for class collaboration. The course may include lectures using PowerPoint, live in-class discussions, online interactions using discussion boards, reading assignments, assignments involving group collaboration, case studies and examinations administered online.

VI. Text Required for Course


VII. University Policies

CODE OF CONDUCT: It is the responsibility of the student to read the College of Social Work Ethical Academic and Professional Conduct Code located in the College of Social Work MSSW Handbook (www.utk.csw.edu).

HONOR STATEMENT: The University of Tennessee maintains a commitment to an atmosphere of intellectual integrity and academic honesty. Students of the University must pledge that they neither knowingly give nor receive any inappropriate assistant in academic work (Please see Hilltopics).

UNIVERSITY CIVILITY STATEMENT: Civility is genuine respect and regard for others - politeness, consideration, tact, good manners, graciousness, cordiality, affability, amiability and courteousness. Civility enhances academic freedom and integrity, and is a prerequisite to the free exchange of ideas and knowledge in the learning community. Our community consists of students, faculty, staff, alumni, and campus visitors. Community members affect each other’s well-being and have a shared interest in creating and sustaining an environment where all community members and their points of view are valued and respected. Affirming the value of
each member of the university community, the campus asks that all its members adhere to the principles of civility and community adopted by the campus: http://civility.utk.edu/.

DIMENSIONS OF FIVERSITY: The College of Social Work and the University of Tennessee welcome and honor all people. In accordance with the U.S. Council on Social Work Education and the U.S. National Association of Social Workers, the College of Social Work defines “the dimensions of diversity as the intersectionality of multiple factors, including” age, class, color, culture, mental or physical disability and ability, ethnicity, gender, gender expression, gender identity, immigration status, marital status, national origin, political ideology, race, regionality, religion, sex, and sexual orientation. The College values intellectual curiosity, pursuit of knowledge, and academic freedom and integrity. A person’s diverse life experiences may include oppression, poverty, marginalization, and alienation as well as privilege, power, and acclaim. The College of Social Work promotes social justice and social change, and strives to end discrimination, oppression, poverty, and other forms of social injustice.

STUDENTS WITH DISABILITIES POLICY: For course adaptations or accommodations because of a documented disability or to share emergency information, contact The University of Tennessee Office of Disability Services at 100 Dunford Hall (865) 974-6087 to ensure that you are properly registered for services.

VIII. Information Literacy/Technological resources

This course will be conducted online using Zoom videoconferencing supported by Blackboard. Students must have a working knowledge of all aspects of Zoom and Blackboard, particularly accessing assignments and learning resources, viewing PowerPoint presentations, submission of assignments (in MS Word or Excel), and utilizing Blackboard for communication with the instructor and students. This will be covered in greater detail in the first session of the course and on Blackboard.

IX. Course Requirements, Assignments, Assessment, and Evaluation Methods

Course Requirements
This is an online class using Blackboard platform and Zoom videoconferencing technologies. Students are expected to attend all online classes, participate in discussions, classroom exercises, group work, and complete all assignment. Please note that the course is outlined in the syllabus, but the instructor may also assign readings and other tasks to support the course at it progresses over the semester.

Students should make arrangements to be available for class from an office or home location (or quiet setting if away from home/office). Attempting to attend class while driving, in an airport or other public setting often creates a distracting environment for the student and for the rest of the class.

An extension of time for an assignment due to medical or personal emergency are made rarely, at the discretion of the instructor. A student who wishes an extension should consult with the instructor in advance. Late case write-up assignments will be penalized 10% for each calendar
day past the due date unless alternative arrangements were made with the instructor prior to the
due date. Discussion board posts are interactive with other class-members; if a student submits
an initial post after the Discussion Board has closed no points will be awarded. Late exams will
not be accepted without prior discussion with the instructor. Please note that technical difficulties
are not an acceptable excuse for turning in an assignment late or submitting a quiz late. **All
technical inquiries should be directed to the OIT helpdesk.**
<table>
<thead>
<tr>
<th>Module</th>
<th>Reading Assignments</th>
<th>Due Dates</th>
<th>Classes</th>
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</thead>
</table>
| **Module 1 (M1) Theme: Management Theories** | Motivation and leadership in social work management: A review of theories and related studies (Fisher, 2009)  
*Chapters*: 6 (Attribution), 7 (Balance), 8 (Control), 12 (Ethical), 15 (Goal Setting), 19 (Media Richness), 25 (Psychological Contract), 27 (Role), 28 (Self Determination), 32 (Social Comparison) | Winter Due Date Times are all EST; on March 13 all due date times change to EST | **Wed., 1/13 Zoom session:**  
Start: 7 p.m. EST  
- Syllabus  
- Introduction to Management theories |
| **Module 2 (M2) Themes: Management Competencies** |  
- Leadership and management competencies defined by practicing social work managers (Wimpfheimer, 2004)  
- Required knowledge, skills and abilities from healthcare managers’ perspectives (Stowe, 2010)  
- An analysis of direct social work perspectives and behaviors in middle management (Knee, 2014)  
- How competent are competencies? (Packard, 2014)  
- 360-degree feedback: Integrating business know-how with social work values (Richardson, 2010) | **Discussion Board M1:**  
Opens: 1/14  
Closes: 1/24 @ 11:59 p.m.  
**M1 Theory Exam:**  
Opens 1/28; Closes 1/31 @ 11:59 p.m. | **Wed., 1/20: no session; asynchronous coursework**  
**Wed., 1/27: Zoom session**  
Start: 7 p.m. EST  
- In-class participation exercise(s)  
**Wed., 2/3: Zoom session**  
Start: 7 p.m. EST  
- Introduction to Management Competencies  
**Wed., 2/10: no session; asynchronous coursework**  
**Wed., 2/17: Zoom session**  
Start: 7:00 p.m. EST  
- Human Resources Management |

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**Module 2 (M2) Themes: Management Competencies**

- **Skills**
- **HR**
- **Clinical**
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<tr>
<th>Module</th>
<th>Reading Assignments</th>
<th>Due Dates</th>
<th>Classes</th>
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<tr>
<td>(Continued)</td>
<td>❚ Performance management and appraisal in human service organizations: Management and staff perspectives (Selden, 2011)</td>
<td>Opens: 2/25</td>
<td>❫ Managing Clinical Teams</td>
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<td>❚ Becoming a manager in nonprofit human service organizations: Making the transition from specialist to generalist (Austin, 2012)</td>
<td>Closes: 3/6</td>
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<td>❚ Building effective clinical teams in healthcare (Ezziane, 2012)</td>
<td>@11:59 p.m.</td>
<td>Wed., 3/2: Zoom session</td>
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<td>❚ A typology for health care teams (Andreatta, 2010)</td>
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<td>❫ Discussion questions and module wrap-up</td>
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<td>❚ My team members are everywhere! A critical analysis of the emerging literature on dispersed teams (Allen, 2013)</td>
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<td>Wed., 3/9: Zoom session</td>
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<td>❚ High performance work systems in health care management: Qualitative evidence from five case studies, Part 2 (McAlearney, 2011)</td>
<td>M2(b) Case analysis and write-up</td>
<td>Wed., 3/16: Spring Break, no session (Note: Daylight Savings Time begins 3/13/16)</td>
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<td>Available 2/25; Due: 3/20 @ 11:59 p.m. EDT</td>
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<td>Module</td>
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<td><strong>Module 3</strong></td>
<td><strong>(M3) Theme: Financial and Strategic Management</strong></td>
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<td>The Program Evaluation Grid: A planning and assessment tool for nonprofit organizations (Kluger, 2006)</td>
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<td><strong>M3 Final Case:</strong> Available 3/24; Due 5/6 @ 11:59 p.m.</td>
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<td>The future of public and nonprofit strategic planning in the United States (Bryson, 2010)</td>
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<td><strong>Wed., 3/23:</strong> Zoom session</td>
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<td>From comparative analysis to damage control: Clarifying strategic issues using SWOT analysis (Kearns, 1992)</td>
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<td>- Module introduction and rationale</td>
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<td>Cutback management strategies (Packard, 2008)</td>
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<td><strong>Wed., 3/30:</strong> No session; asynchronous coursework</td>
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<td>Chapter 2: Financial Management</td>
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<td><strong>Wed., 4/6:</strong> Zoom Session</td>
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<td>Chapters 7 to 10: Budgets, Financial Management, Financial Statements, Financial Analysis</td>
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<td><strong>Wed., 4/13:</strong> Zoom session</td>
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<td><strong>Financial exam:</strong> Opens: 4/14 Closes: 4/17 @ 11:59 p.m.</td>
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<td>- Budgeting and financial management practice session</td>
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<td><strong>Wed., 4/20:</strong> Zoom session</td>
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<td>- Discussion of final case; course conclusion</td>
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<td><strong>Final Project</strong></td>
<td><strong>Final case analysis and write-up incorporating elements of modules 1 - 3</strong></td>
<td><strong>Due Friday, 5/6 @ 11:59 p.m. EDT</strong></td>
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<td>Assignment</td>
<td>Total Points Available</td>
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<tr>
<td>Attendance/Participation (11 classes @ 1 point/class)</td>
<td>11*</td>
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<tr>
<td>Discussion Boards (3 @ 5 points/Board)</td>
<td>12</td>
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<td>In-class group role-play</td>
<td>8</td>
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<td>Module Case Write-ups (2 @ 15 points/case)</td>
<td>30</td>
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<td>Theory Exam</td>
<td>10</td>
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<td>Financial Exam</td>
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<tr>
<td>Final Case Write-up</td>
<td>20</td>
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<td><strong>Total Points Available</strong></td>
<td><strong>100 + potential bonus point</strong></td>
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*If a student attends and participates in all 11 classes, this creates an opportunity for a bonus point to be added to the final overall course score.

**Grading Scale for SW617**

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

**Assignment Details:**

1. **Discussion Boards (4 points available per discussion board)**

Discussion Board topics will be posted for modules 1, 2 and 3. Opening and closing dates for each board are listed in the schedule. Discussion Board posts should respond to the initial topic and integrate concepts from assigned materials as well as from outside peer-reviewed and text sources. Please respond to the Discussion Board posts of at least three class members. Discussion boards will open at 12:01 a.m. and close at 11:59 p.m. on the scheduled dates.

*A note about Discussion Board participation: These assignments are meant to build critical thinking/analysis skills and to foster lively discussions among class members. The intent of the assignment is thwarted when students wait until late in the discussion cycle to make initial posts and/or write responses to classmates’ posts. Points will be deducted for late-cycle participation; no points will be awarded for posts submitted after the specified due date cutoff time.*

2. **In-class Role Play (8 points available)**
Class members will form 3 to 4 groups (based on class size) and be assigned a management scenario to role-play live (10 to 12 minutes) during a Zoom session. The assignment will be to demonstrate the ineffective handling of a management situation with managers and team members making subtle mistakes. Group members will submit a short write-up of the “errors” and their recommendations/rationale for proper handling to the instructor prior to class. Class members observing the role plays will identify the errors and recommend/justify alternative ways of handling the situation.

3. Case Analysis and Write-up (15 points available per case)

Two cases will be distributed that present challenging management scenarios. Students will analyze the cases and make recommendations for action. Each recommendation and/or decision will require a rationale supported by concepts covered in the course and by outside sources. Instructions and grading standards will be included in each case. Case scenarios will be made available to students at the beginning of the module that covers the material. The case analysis and write-up will be due at 11:59 p.m. on the scheduled due date. 10% of the points available will be deducted for each calendar day that the assignment is late.

4. Examinations (10 points available per examination)

There will be one multiple-choice management theory examination; opening and closing times are listed in the week-by-week schedule. This exam will be timed and once launched they must be completed during the allotted time period.

The second exam will be available for a specified number of days but will not be timed.

Late exams cannot be accepted without prior discussion with the instructor.

5. Final Case (20 points available)

A comprehensive final case will be made available that incorporates concepts from the entire course. Instructions and grading standards for the case will be discussed when the case is distributed. The final case is to be turned in on Blackboard at 11:59 p.m. on the due date. 10% of the points available will be deducted for each calendar day that the assignment is late.

6. Class Participation (11 points available)

There are 11 class meetings planned for SW617. Attendance is worth .5 points per class and participation is valued at .5 per class. If a student attends and participates in all 11 classes the net effect is a one-point bonus that will be added to the final course score.