

**JOINT MASTERS PROGRAM IN SOCIAL WORK  
THE UNIVERSITY OF AKRON/CLEVELAND STATE UNIVERSITY**

SPRING SEMESTER, 2005

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**Social Work Administration SWK 671**

**Rationale**

In the Macro Practice sequence, students have previously had courses that can provide background perspectives for preparing them for community organization, planning or management roles. These courses include **Social Welfare Policy I&II, Introduction to Community Organization and Planning, and Community, Economic and Political Systems**. This course builds upon these previous courses by offering an understanding of how agencies are administered to meet the needs of vulnerable people. We will continue to provide the Social Work Program's fundamental perspectives related to 1) a systems-ecological framework that relates the diversity of persons and environment, 2) an approach that builds upon the strengths people have and 3) a social justice emphasis that highlights the ways resources are distributed.

We will examine the roles and functions of administrators in social agencies, the organization of staff time and resources designed to meet the needs of clients, the ways problems are identified and decisions are made, the manner in which organizations handle requests for services, how funds are sought and administered, methods of working with boards and public officials, the importance of reporting systems, ways to address the demands of multiple constituencies, and methods of good supervision. In short, this course will provide the core knowledge, skills and values that will prepare students to assume leadership roles in both public and private nonprofit sectors.

**Educational Objectives:**

- Identify organizational theories relevant to the administration of social services.
- Understand mission statements, strategic directions, goals, objectives and operational planning.
- Clarify ethical issues, such as clients' rights and social justice.
- Examine ethical dilemmas involved in carrying out social and legal mandates that may be in conflict with professional ethics.
- Identify major theoretical perspectives used to understand collaborative alliances.
- Understand the benefits-and limitations-of inter organizational relations.
- Develop an awareness of fund raising plans and fund management.
- Recognize and appreciate different leadership styles.

Appreciate the impact of gender, race, sexual orientation, and economic class on the functioning of organizations.

Determine the extent to which political, economic and cultural factors influence agency programs and their delivery of services.

Acquire beginning skills in administrative functions, including team leading, program planning, budget analysis, and client flow charts.

### **Expectations of students:**

This course will use a highly interactive format by encouraging students to react to lectures, respond to questions based on readings, and participate in small group problem-solving exercises and case presentations. **Students are expected to participate fully in discussions based on a thorough reading of assigned materials.** Attendance at all classes is required.

Course grades will be based on the following criteria:

- 40% class participation in class discussions, exercises and mini-assignments
- 20% first written assignment
- 40% second written assignment

The quality of written assignments includes the following:

- drawing upon course content material both from the classroom and the text
- development of ideas with appropriate details and examples
- ability to critically analyze, rather than simply describe, programs and issues
- proper use of grammar, language and spelling
- clarity of writing, including organization, flow of material, and transition between ideas

### **Required readings:**

Primary text:

Brody, R. (2005). *Effectively Managing Human Service Organizations*. Newbury Park, CA: Sage Publications.

Optional texts:

Kettner, P, Moroney, R. and Martin, L. (1999) *Designing and Managing Programs*. Thousand Oaks CA, Sage Publications.

Martin, L. (2001) *Financial Management for Human Service Administrators*. Boston, MA, Allyn & Bacon

### **Written Assignment I: Administrative Dilemma (Due March 2)**

Interview a manager in your (or another) agency who has had to grapple with a significant issue requiring problem solving skills and an analysis of options. Indicate what the pros and cons were for the various alternatives under consideration. Present the issue with appropriate detail so that the class will have an opportunity to grapple with it. At the end of the case study, write the following question: "How would you handle this issue?" On a separate, attached paper indicate what the actual resolution was and state whether or not you would have handled it differently.

Such issues as the following might be considered:

- Strategic planning considerations
- Conflicts around leadership styles
- Inequitable treatment

These are suggestions; you can consider many other administrative issues. Read ahead in the text those sections that might give insights and where appropriate refer to the text or other readings that might be useful in considering how to resolve the issue.

The suggested length of the paper is 4-6 pages. If you do not have enough material to complete the assignment, consider preparing more than one case study (maximum 3).

Students will give 5-7 minute presentations on March 2

### **Written assignment II: Agency and Problem Analysis (Due: April 27)**

Critically analyze an agency, either where you are placed or another with which you are familiar, using the following perspectives as a **guide**:

- Congruency of mission, goals and objectives
- Staffing patterns (formal and informal)
- Accessibility of services to clients
- Organizational capacity to deliver services, including staff assignments
- Financial management
- Fund raising capacity
- Methods of record keeping
- Inter organizational relationships
- The nature and style of decision making
- Constraints (political, economic, bureaucratic) under which the staff operate
- Involvement of clients (if any) in decision making or delivery of services
- Communication issues
- Board involvement
- Staff layoffs

**Identify an issue(s) or problem(s) in your organization that requires correcting or resolving. Develop a plan for dealing with it (them).**

You are to incorporate a minimum of 5 resources in a 7-9 page, double-spaced paper. If possible, interview appropriate people for sections of your paper. Place lengthy descriptive materials in an appendix. Your narrative should be used to analyze, not merely to describe, aspects of your agency. . . . Ten-minute oral presentations will be given on that day. Because of time constraints, some reports may be held over to the following week.

As an optional assignment, you may develop (1) an in-depth proposal (with a budget), or (2) write up three case examples involving managerial dilemmas. Obtain my approval if you are considering this option.

## Course Outline

January 19

Introduction

Topic: Leading the organization

Class preparation:

Text: #1

Review questions: p. 17

Provide examples of leadership

- 1) styles
- 2) problems or flaws
- 3) competencies
- 4) personal attributes

January 26

Topic: Strategic Planning

Class preparation:

Text: #2

Review questions: p. 36

Provide examples of

- 1) mission statement,
- 2) strategic plan,
- 3) vision statement,
- 4) organizational priority decision making
- 5) dynamic planning

February 2

Topic: Designing and developing consumer-oriented programs

Class preparation:

Text: #3

Review questions: p. 56

Provide examples of

- a client flow chart. (See model in text)
- organizational outputs and outcomes.
- organizational marketing strategies (if any).

February 9

Topics: Implementing action plans

Problem solving

Class preparation

Text: #4, #5

Review questions: p. 74, p.94

Prepare a timeline chart

Provide examples of

- 1) goals and objectives
- 2) impact, service, product and operational objectives.

- 3) risk, target, and impact populations.
- 4) pilot projects.
- 5) unanticipated consequences.
- 6) an organizational problem statement
- 7) how different perspectives affect problem analysis.
- 8) insidious problems.
- 9) trade-offs and *satisficing* decisions
- 10) decision-making pitfalls
- 11) monitoring results

February 16

Topics: Time management

Finding and keeping productive employees

Class preparation

Text: #6, #7

Review questions: p.111, p.129,

Provide examples of

- 1) restructuring time: the 80/20 principle
- 2) the exception principle
- 3) time gobblers and ways to combat them
- 4) questions you would use to hire people
- 5) staff development
- 6) structures used for staffing patterns
- 7) job rotation, enlargement, enrichment

February 23

Topics: Managing employment challenges

Humanizing the organization

Class preparation:

Text: #8, #9

Review questions: p. 147, p.168

Provide examples of

- 1) legally protected employees
- 2) employees who require corrective action
- 3) progressive discipline practices in your agency
- 4) a culture of caring
- 5) stress factors and how, if at all, they are addressed
- 6) harassment (sexual or other)
- 7) dealing with stagnation and complacency
- 8) organizational inequities

March 2

Papers due

Class presentations

March 9

Topics: Supervising staff

Appraising and compensating performance

Class preparation

Text: #10, #11

Review questions p.189, p.218

Provide examples of

- 1) the supervisor's multiple roles
- 2) delegating assignments
- 3) elements of good supervision
- 4) methods of evaluating staff performance
- 5) use of monetary and symbolic rewards

March 16

Spring break—no class

(Note: Friday, March 18: Health and Human Services Institute  
Volunteers needed)

March 23

Topic: Managing agency finances

Class preparation:

Text #12

Review questions: p. 252

Provide examples of

- 1) line item, performance, program, support services budgets
- 2) direct and indirect costs
- 3) how budgets are constructed in your organization
- 4) how the concept of budget variance could be conducted in your agency
- 5) cost saving considerations

March 30

Topic: Strategic resource development (fundraising)

Class preparation:

Text: #13, #14

Review questions: p.273, p.298

Provide examples of

- 1) case statement
- 2) annual campaign
- 3) capital campaign and major gifts
- 4) planned giving
- 5) corporate contributions
- 6) fundraising activities

April 6

Topics: Preparing effective proposals  
Seeking funding

Class preparation

Text: #15, #16

Review questions: p.321, p. 341

Provide examples of

- 1) proposals prepared by a human service organization
- 2) government-funded projects
- 3) types of foundations
- 4) lobbying for government funding

April 13

Foundation Center Library  
Hanna Building, 16<sup>th</sup> Floor (Euclid & 14<sup>th</sup> Street)

April 20

Topics: Making meetings productive  
Improving communications  
Handling conflicts

Class preparation:

Text: #17, #18

Review questions: p. 359, p.380

Provide examples of

- 1) types of meetings held in your agency
- 2) questions that facilitate discussion
- 3) consensus building

April 27

Papers due

Class presentations

May 4

Topics: Team building and coalition building  
Working with a board of trustees  
Course wrap up

Class preparation:

Text: #19, #20

Review questions: p. 399, p.421

Provide examples of

- 1) how teams function in your organization
- 2) how governance is distinguished from management
- 3) how boards function (structures and roles)
- 4) how executive directors are evaluated