Social Work Management & Supervision: Strategies and Techniques
SWK 477

Undergraduate social work generalist practice consists of an eclectic knowledge base, professional values (manifested in the NASW Code of Ethics), application of a wide range of skills, ability to work/intervene in various target systems (individual, family/group, organization, community), working in an organizational setting (including supervision), application of professional roles/functions, ability to critically reflect in the practice setting and finally, application of the planned change process (problem solving, systems, strengths perspectives).

Goals of the Social Work Program

1. Prepare students for beginning level generalist practice with individuals, families, small groups, organizations, and communities.
2. Prepare students to practice with diverse populations.
3. Promote professional student identities incorporating social work ethics and values.
4. Prepare students for continued professional growth and development.
5. Understand and apply the knowledge, and skills for professional social work practice.

Program Objectives (using CSWE Foundation Program Objectives, [FPO])

1. Understand and relate the historical antecedents of the social work profession with contemporary issues and future trends (FPO 1,3,5).
2. Apply the problem-solving and systems perspectives when intervening with individuals, families, small groups, organizations and communities. (FPO 1,3)
3. Understand and apply social work values and ethics in the context of professional practice. (FPO 2,3,5)
4. Appreciate and exhibit professional use of self in generalist practice and the appropriate use of supervision. (FPO 3, 4, 9,10,11)
5. Understand/assess/employ appropriate social and organizational change within a social work organization, and social work delivery system. (FPO 1,3,5,8,12)
6. Analyze social policies and services effecting clients, social workers, and social agencies. (FPO 3,8,9,10)
7. Apply principles, concepts and theories of evaluation to undergraduate generalist social work practice including qualitative and quantitative research methodologies. (FPO 1,3,9)
8. Employ social work interventions sensitive to diverse, oppressed and disenfranchised populations. (FPO 1, 3, 4, 10, 11)
9. Apply the strengths perspective when working with individuals, families, small groups, organizations and communities. (FPO 1, 3, 4, 6, 10)
10. Apply critical thinking skills when working with individuals, families, small groups, organizations and communities. (FPO 1, 3, 8, 11, 12)
I. Course Description:

Designed to enable students to understand the knowledge base required for organizational management and to apply it in a manner consistent with social work values. Theory application and administration/ supervisory skill building within human service non-profit social work settings are examined and applied.

II. Course Objectives: Student will be able to:

Knowledge
1. Understand organizational factors that indicate excellence in the management of human service agencies, including incorporation of social work ethics and values. (PO 4)
2. Analyze his/her own leadership style and strengths/weaknesses, and discuss the potential impact such personal & professional characteristics may have in a social service organization. (PO 4, 5)
3. Understand the importance of continuing education, both for social work administrators and for their professional staff.
4. Understand the components of an organization and the ways to achieve internal consistency and integrity. (PO 3, 4, 9)
5. Describe the responsibilities of a board of directors of a human service organization and the role and responsibilities of an administrator in relation to a board of directors. (PO 11, 12)
6. Demonstrate ability to problem solve when faced with a number of administrative problems. (PO 2)
7. Understand the role of information and technology in both the management and delivery of human services. (PO 5)
8. Understand how agencies interface with non-profit funders via a virtual private network, specifically the United Way organization.

Values
9. Identify potential value conflicts and ethical dilemmas that may face a social service administrator, and discuss responses that would reflect social work values and be consistent with the NASW Code of Ethics. (PO 3)
10. Understand and appreciate the implications of diversity (race, gender) on workplace performance and administration/supervision. (PO 9)

Skills
11. Develop a plan for recruitment and selection of a diverse workforce. (PO 9)
12. Develop skills in supervision, conducting performance appraisals, staff development/training, agency team building and termination of employees. (PO 4)
13. Identify and evaluate sources of potential funding for a social program. (PO 2, 4, 5)
14. Develop a fund raising plan.
15. Read, monitor and critically evaluate agency budgets/programs and financial reports. (PO 8)
16. Research non-profit organization websites.

III. Text required and other reading assignments.
IV. Schedule

Week 1.
- Get acquainted, course overview and requirements
- Boundary spanning and mapping the social work administration terrain
  - Read Patti, The landscape of social welfare management.
- Involved systems of social work administration
  - Read Patti, The environmental context of social welfare administration.

Week 2
- Ethics and values informing social work administration and supervision
  - Read Patti, Administrative ethics.
- Understanding social work organizations—theory and structure
  - Read Patti, Social welfare administration and organizational theory
  - Read Patti, Structural and fiscal characteristics of social welfare agencies

Week 3
- Workers and work performance
  - Read Patti, Motivating work performance in social services
  - Read Patti, The individual in the organization
  - Read Schulman et al. An interactional approach to supervision

Week 4
- Functions and issues of social work managers
  - Read Patti, What managers do and why they do it.
  - Read Patti, Manager as leader
  - Read Patti, Managing the planning process
- Skills development in Supervision
  - Read Schulman et al. Preparation and beginning skills in supervision

Week 5
- Functions and issues of the social work manager...continued
  - Read Patti, Managing information for decision making
  - Read Patti, Manager as resource developer
  - Read Patti, Fiscal management
- Dealing with diversity in the organization
  - Read Schulman et al. Affirmative Action in hiring and promotion.

Week 6
- Organizations, program evaluation and collaboration
  - Read Patti, Inter-organizational collaboration in the task environment
  - Read Patti, Managing for service outcomes and Schulman et al.
  - Evaluation function of supervision
Week 7—Final exam

V. Evaluation and grading

1. There will be one in-class exam worth 100 points. The nature and scope of the exam will be discussed in class.

2. Students will write a 6-8 page paper detailing the issues or questions around social work administration and supervision. 100 points.

Evaluation criteria for paper assignment.

2. Issues or problems adequately reflected—20 points
3. Suitable sophistication and depth commensurate with the issue/problems identified—25 points.
4. Addresses implications for personal, professional and ethical considerations—25
5. Six (6) references cited—5 points
6. Paper includes reflective thinking—10 points.

Attendance policy. Attendance is the course is mandatory. Your are permitted to miss two (2) classes after which five (5) points for each subsequent absence will be deducted from your total points.

Total points: 200 points. Grading is based on the social work program’s departmental policy on percentage and letter assignment. A final grade is based on the following percentages: 93%--100%=A, 87%--92%=B+, 83%--86%=B, 77%--82%=C+, 72%--76%=C, 67%--71%=D, 66% and below=F.

Academic dishonesty is a serious offense in the College of Arts Sciences. Students are required to read the academic dishonesty policy at http://puffin.creighton.edu/ccas/FacStaff/polManual/polManual.htm to ascertain the College’s policy. Specific details about the policy are delineated along with adjudication procedures, notification of relevant parties, application of penalties, and student’s right to appeal. Penalties for academic dishonesty in any course assignment may include an “F” or an “F” for the entire course.

VI. Bibliography


