THE UNIVERSITY OF MICHIGAN
SCHOOL OF SOCIAL WORK

The Management of Human Services Organizations

SW 562, Winter 2000 term

Tuesdays, 2:00 P.M. to 5:00 P.M.

Professor: Barry Jaffe

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COURSE OVERVIEW:

This is the first “skills” course in the management sequence. It is designed to provide useful, hands – on competencies for the beginning manager. The lessons learned in this class should prove especially useful at the middle management level of human service organizations.

COURSE DESCRIPTION AND CONTENT:

This platform course will provide information concerning basic management theories and techniques. The student will have an opportunity to develop skills related to managing staff, creating and overseeing the implementation of support systems, and establishing various means by which high quality services can be delivered in human service organizations. The student will develop an understanding of the perspectives, values, biases, and styles she or he brings to the proposition of managing a program or department. The student will be helped to evolve his or her consciousness related to management and to supervisory strategies and orientations, and will be supported in the expansion of his or her repertoire of management techniques.

Core management competencies will be acquired. Emphasis will be placed on basic management skills and requirements including the need to assure a diverse workforce, and to attend to issues involving gender, race, ethnic background, national origin, age and sexual orientation.
COURSE OBJECTIVES:

By the conclusion of the course, the student will:

• Demonstrate an understanding of the basic theoretical underpinnings of managing human service organizations.

• Identify and apply strategies and techniques used by human service managers to produce the highest quality services to consumers, and to achieve compliance with policies, procedures, standards and requirements.

• Identify some ways in which issues of gender, race, ethnicity, national origin, social class, age, sexual orientation and other forms of social stratification influence management perspectives, experiences and decisions.

• Apply introductory level management methodologies and skills.

• Apply social work ethics to the management of human service organizations.

REQUIRED TEXT BOOKS AND MATERIALS:

Whetton and Cameron, Developing Management Skills (Available at Ulrich’s book store)

Tropman, Erlich, and Rothman, Tactics and Techniques of Community Organization (Available at Ulrich’s book store)

Course Pack (Available at Grade A Notes)

One loose – leaf and 15 dividers (to be brought to class every Tuesday)

ASSIGNMENTS:

Prior to session 2, you will complete a personal skill assessment instrument.

During session 4 you will owe a five-minute presentation (based upon the skill assessment instrument) that will review your strengths as a manager as well as areas that require growth and improvement. The oral report will include a presentation of the ways in which you intend to capitalize upon your strengths and how you intend to address areas that may represent weaknesses.

During session 8 there will be group presentations based upon the materials, contents, and activities contained in sessions 1 through 7. Those students who attend class regularly, pay attention to the presentations, actively participate in the class exercises, and who read the assigned materials should do quite well with this group
During session 13 you will make a 10 minute presentation related to the self-assessment that you submitted at the beginning of session 2. This oral report will provide a revised presentation of your strengths and weaknesses as a manager, based upon what you have learned from the class. The presentation will provide information concerning ways in which your perspectives, skills, abilities, values, opinions, practice techniques and strategies have changed over several weeks of reading, learning, and self-examination. This report will include your plan for ongoing growth, development and improvement. The report will identify and cite the specific articles and/or textbook chapters and the classroom experiences that have resulted in your revised orientations and perspectives concerning your own management skills and potentials, and the subject of management generally. This report is to provide a serious, candid, thoughtful and insightful self-analysis of your evolving management knowledge, skills and repertoire, and should identify the areas that require additional growth and evolution.

During session 14 you will be given an in-class final examination. It will cover the presentations, activities and readings that occurred during sessions 1 through 13. Those who attend class regularly, pay attention to the presentations, actively participate in the class exercises, and who read all of the assigned materials should do quite well on this test.

ATTENDANCE:

It is hoped that students will attend each class, arrive on time, and remain throughout the three hours of each session. This course is purposefully designed to allow the student to gain knowledge and develop skills methodically, sequentially, and cumulatively. A missed class will not only affect the student’s learning for that day, but perhaps for all future classes as well, because part of the context for those subsequent sessions will be missing.

If a student must miss a class, it is entirely his or her responsibility to obtain notes, summaries, and handouts from a classmate who was in attendance. I will bring enough handouts for each student to those class sessions where they are to be distributed. I will not bring those same handouts to future sessions. If you must miss a session, make sure that some student requests two sets from me (one for himself or herself, and one for you).

If a student misses more than 3 sessions, or more than 9 hours of the class, a meeting will be established with the student and his or her advisor to determine if it is practical and possible for the student to continue with the course.

Students may not miss more than one class oral presentation. Any student who misses such a presentation must write a paper on the subject instead. Students may
not be late with more than one oral presentation and/or exam during the term. This should be arranged with the professor in advance.

**GRADING:**

A letter grade will be given on the three presentations and on the final examination. The two presentations about personal management skills will together count for 1/3 of the final grade. The session 8 group presentation will count for 1/3 of the final grade. The final examination will count for 1/3 of the student's grade.

“Make ups” for the session 14 final examination (should one need to be given) will be different than the original final examination. The one and only make-up session will be during the 15th session of the class. The only students who will report for that session will be those who missed the session 14 final examination.
SESSION 1

- INTRODUCTION TO EACH OTHER, TO THE COURSE, AND TO HUMAN SERVICE ORGANIZATIONS.

ACTIVITIES:

- Course introduction.
- Barry’s background and experience.
- Student introductions and identification of learning interests.
- Introduction to human service organizations.
- Review of Skill Assessment Instrument to be completed by session 2.
SESSION 2

- STRATEGIC PLANNING, MISSION STATEMENT, CORE VALUES, PROBLEM SOLVING, MANAGEMENT SKILLS, AND MANAGEMENT PRINCIPLES.

READINGS TO BE COMPLETED BEFORE SESSION 2:

- Tactics # 19, Innovative Management in Turbulent Times: Large-Scale Agency Change
- Whetton and Cameron, Chapter 3
- “Are you a Strategist or Just a Manager?” (In your course pack – HBR #92104)
- “The Work of Leadership” by Heifitz and D. Lawrence (In your course pack – HBR #97106)
- “Corporate Redemption and the Seven Deadly Sins” by A. Pearson (in your course pack – HBR #92308)
- “Six Basics for General Managers” by A. Pearson (in your course pack – HBR #90210)

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 2:

Skills Assessment Instrument. Note: You will turn in a copy of the completed Skill Assessment Instrument to me at the beginning of session 2. You will retain the original.

ACTIVITIES DURING SESSION 2:

- Scoring of the personal skills assessment instrument.
- Discussion about strategic planning.
- Discussion about establishing a mission statement.
- Discussion about core values.
- Exercise on strategic planning, establishing mission statements and developing core values.
- Discussion about problem – solving structures.
- Exercise about problem – solving structures.
- Discussion about problem - solving.
- Exercise on problem – solving.
- Discussion about management skills and management principles.
SESSION 2 HAND OUTS:

- Summary of Whetton and Cameron Chapter 3
- Summary of Tactics # 19
- Summary of “Are you a Strategist or Just a Manager?”
- Summary of “The Work of Leadership”
- Summary of “Corporate Redemption and the Seven Deadly Sins”
- Summary of “Desired Job Skills for Human Services Administrators”
- Summary of “Six Basics for General Managers”
- Peters and Waterman 8 management principles
- Chart that summarizes management skills and principles
- Strategic planning exercise
- Traditional problem – solving and idea-generating structure
- How problems get solved and products and ideas get generated in a progressive, non – traditional human services agency (Agency B)
- Rational problem – solving exercise
SESSION 3

PROBLEM – SOLVING, FOSTERING INNOVATION AND CREATIVITY, DEVELOPING SELF – AWARENESS, MANAGEMENT SKILLS, AND MANAGEMENT PRINCIPLES.

READINGS TO BE COMPLETED BEFORE SESSION 3:

- Whetton and Cameron, pages 1 – 22
- Whetton and Cameron, Chapter 1
- Tactics #22, Desired Job Skills for Human Service Administrators by Richard Hoefer
- “Wagon Masters and Lesser Managers” by J.S. Ninomiya (In your course pack – HBR #88209)
- Managing Oneself by Peter Drucker (In your course pack – HBR #99204)
- What Makes a Good Leader? By Daniel Goleman (In your course pack)
- “Parables of Leadership” by Chan Kim and Renee A Mauborgne (In your course pack – HBR #92405)
- Tactics # 4, Know Yourself: A Key to Better Organizing by Stephen Burghardt

ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 3:

None.

ACTIVITIES:

- Discussion about problem – solving.
- Exercises on problem – solving.
- Discussion about skills possessed by highly effective managers.
- Discussion about management principles in outstanding organizations.
- Exercise on management skills and management principles.

SESSION 3 HANDOUTS
HAND OUTS

- Creative problem – solving exercises
- Summary of Whetton and Cameron, pages 1 – 22
- Summary of Whetton and Cameron, Chapter 1
- Summary of Tactics #22, Desired Job Skills for Human Service Administrators
- Summary of Wagon Masters and Lesser Managers”
- Summary of Managing Oneself
- Summary of What Makes a Good Leader?
- Summary of “Parables of Leadership”
SESSION 4
MANAGEMENT SKILLS

READINGS TO BE COMPLETED BEFORE SESSION 4:

None. This will give you time to prepare for your session 4 oral presentation.

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 4:

Prepare a five minute presentation (based upon the Personal Assessment of Management Skills instrument) providing an assessment of the student’s strengths and weaknesses as a new manager. What skills and assets does the student have that will be useful to him or her as a manager? What areas will require additional growth? How will the student capitalize on strengths, and how will they be shared with others? How will weaknesses be addressed?

ACTIVITIES:

5 minute presentations providing an assessment of the student's strengths and weaknesses as a manager.

SESSION 4 HANDOUTS

None.
SESSION 5

- MANAGING STRESS
- MOTIVATING OTHERS

READINGS TO BE COMPLETED BEFORE SESSION 6:

- Whetton and Cameron Chapter 2
- Whetton and Cameron Chapter 6

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 5:

None

ACTIVITIES:

- Discussion about managing stress.
- Stress management exercises.
- Discussion about time management.
- Time management exercise.
- Discussion about motivating employees.
- Motivation exercises.

SESSION 5 HANDOUTS:

- Summary of Whetton and Cameron Chapter 2
- Summary of Whetton and Cameron Chapter 6
SESSION 6

• TEAM BUILDING
• CONDUCTING EFFECTIVE MEETINGS

READINGS TO BE COMPLETED BEFORE SESSION 7:

• Whetton and Cameron Chapter 9
• The Effective Meeting: How to Achieve High Quality Decisions in TACTICS #35

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 7:

None.

ACTIVITIES:

• Discussion about building teams.
• Team – building exercise.
• Discussion about effective meetings.
• Exercise regarding meetings.

SESSION 6 HANDOUTS:

• Summary of Whetton and Cameron Chapter 9
• Summary of The Effective Meeting: How to Achieve High Quality Decisions
• Meeting Exercise
SESSION 7

- PROGRAM EVALUATION
- QUALITY ASSURANCE AND IMPROVEMENT
- TOTAL QUALITY MANAGEMENT

READINGS TO BE COMPLETED BEFORE SESSION 7:

- “Alternative frameworks for evaluation” in Tactics #25
- “Effectiveness of Family Reunification Services” in Tactics #26
- “The Nitty Gritty of Program Evaluation” in Tactics #27
- “The Politics of Program Evaluation” in Tactics #28

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 7:

None.

ACTIVITIES:

- Presentation about Quality Assurance and Improvement
- Presentation about Program Evaluation
- Presentation about Total Quality Management
- Exercise on Q.A. and I., Program Evaluation and Total Quality Management

SESSION 7 HANDOUTS:

- Summary of “Alternative frameworks for evaluation”
- Summary of “Effectiveness of Family Reunification Services”
- Summary of “The Nitty Gritty of Program Evaluation”
- Summary of “The Politics of Program Evaluation” in Tactics #28
- Numerous documents related to Q.A. and I.
- Total Quality Management structure and schemata
SESSION 8

AGENCY ANALYSIS

READINGS TO BE COMPLETED BEFORE SESSION 8:

None. This will give you a chance to prepare for the session 8 group presentations.

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 8:

Preparation for session 8 group presentations based upon the materials, contents, and activities contained in sessions 1 through 7.

ACTIVITIES:

Group presentations.

SESSION 8 HANDOUTS:

None.
SESSION 9 -

• SUPPORTIVE COMMUNICATION AND SUPERVISION
• COMMUNICATION STYLES
• COUNSELING AND COACHING
• GRANT WRITING
• PREPARING FOR AUDITS

READINGS TO BE COMPLETED BEFORE SESSION 9:

• Whetton and Cameron, Chapter 4
• Whetton and Cameron, Chapter 8
• “Managing Dynamic Tensions” in TACTICS # 11
• “Pygmalion in Management” by J. Livingdton (In your course pack #88509)

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 9:

None

ACTIVITIES:

• Discussion about communication styles
• Exercise on communication styles
• Discussion about supervision
• Discussion about coaching and counseling
• Exercise on coaching and counseling

Session 9 HANDOUTS:

• Summary of Whetton and Cameron Chapter 4
• Summary of Whetton and Cameron Chapter 8
• Summary of “Managing Dynamic Tensions”
• Summary of “Pygmalion in Management”
SESSION 10

- GAINING POWER AND USING INFLUENCE
- ADVANCING YOUR CAREER
- BUDGETING

READINGS TO BE COMPLETED BEFORE SESSION 10:

- Whetton and Cameron, chapter 5
- “Budgeting in Community Organizations: Principles for the ‘90s” in TACTICS # 38

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 10:

None

ACTIVITIES:

- Discussion about gaining and using power and influence
- Exercise on gaining and using power and influence
- Discussion about budgeting
- Exercise on budgeting

SESSION 10 HANDOUTS:

<table>
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<tr>
<th>Description</th>
<th>For Barry’s use only</th>
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<tr>
<td>Summary of Whetton and Cameron chapter 5</td>
<td>S.W. 562 Fall 2000 N</td>
</tr>
<tr>
<td>Summary of “Budgeting in Community Organizations: Principles for the ‘90s”</td>
<td>S.W. 562 B session 2 summary of Tactics # 38</td>
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SESSION 11

STRENGTHS AND CHALLENGES OF DIVERSITY, RECRUITING, SCREENING, INTERVIEWING, HIRING AND RETAINING EXCEPTIONAL EMPLOYEES, AND REWARDING AND DISCIPLINING EMPLOYEES

READINGS TO BE COMPLETED BEFORE SESSION 11:

- “Introduction to Feminist Visions for Social Work” in Tactics #6
- “Women, Community and Organizing” in Tactics #9
- “Women’s Ways and Effective Management” in Tactics #18
- “The Case of the Mismanaged Ms.” (in your course pack – HBR 87614)
- “Black Public Administrators and Opposing Expectations” in Tactics #32
- “The Bare Bones of Personnel Management: The Job Description” in TACTICS # 34

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 11:

None

ACTIVITIES:

Discussion about the assigned readings.
Discussion about diversity and about the challenges and the considerations that relate to diversity in human service agencies.
Discussion about hiring and retaining exceptional employees.

SESSION 11 HANDOUTS

- Summary of Introduction to Feminist Visions for Social Work” in Tactics
- Summary of “Women, Community and Organizing”
- Summary of “Women’s Ways and Effective Management”
- Summary of “The Case of the Mismanaged Ms.”
- Summary of “Black Public Administrators and Opposing Expectations”
- Comprehensive presentation about recruiting, screening, interviewing, hiring and retaining exceptional employees.
- Discussion about rewarding and disciplining employees
- Detailed exercise
SESSION 12

- DELEGATING, TEACHING, AND EMPOWERING
- MANAGING CONFLICT

READINGS TO BE COMPLETED BEFORE SESSION 11:

“Managing Without Managers” (In your course pack – HBR #89509)
“The New Managerial Work” by Rosabeth Moss Kantor (In your course pack – HBR # 89606)
“Straight Talk from the New CEO” by Charles Ames (In your course pack – HBR #89601)
“The Manager’s Job: Folklore and Fact” by H. Mintzberg (In your course pack – HBR #90210)
“The Human Service Executive” in TACTICS #20
“Humble Decision Making” (In your course pack – HBR #89406)

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 11:

None

ACTIVITIES:

- Discussion about delegating and empowering.
- Exercise on delegating and empowering.
- Discussion about managing conflict.
- Exercise on managing conflict.
- Discussion about other assigned readings.

SESSION 12 HANDOUTS:

- Summary of “Managing Without Managers”
- Summary of “The New Managerial Work”
- Summary of “Straight Talk from the New CEO”
- Summary of “The Manager’s Job: Folklore and Fact”
- Summary of “The Human Service Executive”
- Summary of “Humble Decision Making”
SESSION 13

READINGS TO BE COMPLETED BEFORE SESSION 13:

None. This will give you time to prepare for the oral presentation.

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 13:

Prepare for a 10 minute oral presentation related to the personal skill self – assessment that you submitted at the beginning of session 2. This presentation will provide a revised assessment of your strengths and weaknesses as a manager, based upon what you have learned throughout the class. The oral report will provide information concerning ways in which your perspectives, skills, abilities, values, opinions, practice techniques and strategies have changed over several weeks of reading, learning, and self – examination. This report will include your plan for on – going growth, development and improvement. The report will identify and site the specific articles and/or textbook chapters, and the classroom experiences that have resulted in your revised orientations and perspectives concerning your own management skills and potentials, and the subject of management generally. This report is to provide a serious, candid, thoughtful and insightful self-analysis of your evolving management knowledge, skills and repertoire, and should identify the areas that require additional growth and evolution, and your plans to facilitate your continuing development.

ACTIVITIES:

Oral presentations related to the personal skill self – assessment that you submitted at the beginning of session 2.

SESSION 13 HANDOUTS:

None.
SESSION 14

FINAL EXAMINATION

READINGS TO BE COMPLETED BEFORE SESSION 14:

None. This will give you time to prepare for the final examination.

SPECIAL ASSIGNMENTS TO BE COMPLETED BEFORE SESSION 14:

Organize your notes, books, and course pack so you are ready for the final exam.

ACTIVITIES:

In-class final examination.
SESSION 15

There will be no class on this date. This class is only for students who did not take the session 14 final examination.