19:910:535 Management Practice and Theory - Fall

Instructor:

Telephone:
Email:
Office Hours:

I. Catalog Course Description

Core theories, dynamics, functions and ethics of human services management are analyzed with particular focus on the knowledge, skills and abilities necessary to successfully lead public and private human services agencies in the environment of today and the future. Emphasis is on internal management functions such as budget and finance, human resource administration, applications of information technology and governance relationships; and on external functions such as marketing and fundraising and legislative, media and community relationships. Crosscutting topics enhance skills in leadership, mediation and conflict resolution.

II. Course Overview

This is the first of two required courses for the second year concentration in Nonprofit and Public Management. The course content builds on the skills, knowledge and values base acquired in the first year of generalist practice and foundation courses. Students develop the analytical and interpersonal skills necessary for managing human services programs from both an internal organizational and external perspective. Students have the opportunity to learn and apply theory to case situations, gain understanding of the dynamics and requirements of human services management, and acquire the competencies necessary to lead a public or private organization.

III. Place of Course in the Curriculum.

This is the first of two required advanced practice courses in the Nonprofit and Public Management concentration. The prerequisite is satisfactory completion of the first year professional foundation courses. The co-requisite is a Nonprofit and Public management field placement appropriate to the selected cluster.

IV. Course Objectives

*To develop an understanding of the processes and techniques of human services management in social work and social welfare settings.
*To acquire an overview of the historical and theoretical development of human services management within social work and social welfare.

*To acquire knowledge of the concepts, skills and techniques of human services management required within the organization internally and externally with the larger community and public.

*To acquire knowledge about the effects of power, politics and leadership in human services management and how these might be applied to achieve the mission of the organization.

*To gain management skills and demonstrate their use by applying theories and concepts to case situations or scenarios to determine how issues or problems may be satisfactorily resolved.

*To demonstrate the influence of social work values and ethics in managing programs and services that are responsive to the needs of populations at-risk including women, people of color, persons with disabilities and people of various sexual orientations.

V. Readings for Course

Required Texts:


Required readings, other than those from the required texts, are available electronically through the Rutgers IRIS system; either marked with a (*) noting availability under the instructor’s name, or marked with a (*E) noting availability through electronic journals. Readings listed, but not required, are noted for your information but are not on reserve.

Suggested:


VI. **Course Requirements**

Students are expected to attend class, complete course readings weekly, and effectively participate in class discussions.

Assignments for this course include: completion of two papers of 4 to 6 pages each applying the theory, procedures, principles and insights contained in assigned readings and class discussion to a case example identified or presented by the instructor; a verbal presentation of one of the papers to the class and/or participation in a role play scenario with other students and the instructor requiring the demonstration of specific management skills; and, a final examination to be given the 15th week of class. Additional information on these assignments, along with related requirements, will be provided in class.

VII. **Grading**

Grading will be weighted as follows: class participation 15%; two assigned papers at 20% each or 40% combined; class presentation or role play 15%; and, final examination 30%. Grades will be negatively affected by three (3) or more unexcused absences and/or late completion or performance of assignments.

VIII. **Course Evaluation**

Rutgers University issues two (2) surveys that evaluate both the course and instructor. The first of these surveys is completed by students at midterm and the second completed toward the end of the semester. All answers are confidential and anonymous.

IX. **Course Outline**

A. **Methods**
   A variety of methods are utilized including class lectures, discussions, role-plays, class exercises, videos, assignments, readings and presentations by students and guest experts, and a final examination.

B. **Course Units, Weekly Topics and Readings and Assignments**

   **Unit I – Introduction to Human Services Management**

   **Week 1 – Purposes, Domains, History, Roles and Ecology**


**Week 2 – Ethics and Theories of Human Services Management**


**Unit II – Leadership**

**Week 3 – Leadership**


Week 4 –Leadership (Continued)


**Unit III – Management of Internal Administrative Functions – Dimension, Scope and Issues**

**Week 5 – Human Resources**


Week 6 – Budget and Finance

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


Week 7– Information Technology

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


**Week 8 – Line and Administrative Supervision and Performance Management**

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


**Week 9 – The Role and Function of Governance and Management/Governance Relationships**

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


The Board Source Website [www.boardsource.org]*

The Independent Sector Website [http://www.independentsector.org/]

**Unit IV – Conduct of External Functions**

**Week 10 – Legislative Relations, Managing Media Relations and Advocacy**

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


Web site of New Jersey Legislature [www.njleg.state.nj.us]*
Web site of U.S. Congress [www.thomas.loc.gov]*

**Week 11 - Public Relations, Marketing and Fundraising**

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


**Unit V – Crosscut Human Services Management Issues**

**Week 12 – Methods of Service Procurement: Fee For Service Contracts, Vouchers, Managed Care and Performance Based Contracting; and Outcome Measurement**


Week 13 – Managing Organizational Change

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


**Week 14 – Conflict Management, Litigation and Minimizing Liability**

Assigned Papers and Presentations Due Relative to Analysis of Case Situation from Required Text.


Unit VI – Summary

Class 15 – Final Summary and Career Exploration

Final Exam.

X. Academic Integrity Policy

All work submitted in a graduate course must be your own.

It is unethical and a violation of the University’s Academic Integrity Policy to present the ideas or words of another without clearly and fully identifying the source. Inadequate citations will be constructed as an attempt to misrepresent the cited materials as your own.

The University Academic Integrity policy is posted at http://academicintegrity.rutgers.edu/integrity.shtml

Please Note: Violations of academic integrity by graduate and professional students will normally be penalized more severely than violations by first-year undergraduate students. Since all violations of academic integrity by a graduate or professional student are potentially separable under the Academic Integrity Policy, faculty members should not adjudicate alleged academic integrity violations by graduate and professional students, but should refer such allegations to the appropriate Academic Integrity Facilitator (AIF) or to the Office of Student Conduct. The AIF that you should contact is Antoinette Y. Farmer, 732.932.2621. The student shall be notified in writing, by email or hand delivery, of the alleged violation and of the fact that the matter has been referred to the AIF for adjudication. This notification shall be done within 10 days of identifying the alleged violation. Once the student has been notified of the allegation, the student may not drop the course or withdraw from the school until the adjudication process is complete. A TZ or incomplete grade, shall be assigned until the case is resolved.

Definition of Plagiarism

Plagiarism is the representation of the words or ideas of another as one’s own in any academic exercise. To avoid plagiarism, every direct quotation must be identified by quotation marks or by appropriate indentation and must be properly cited in the text or in a footnote. Acknowledgment is required when material from another source is stored in print, electronic, or other medium and is paraphrased or summarized in whole or part in one’s own words. To acknowledge a paraphrase properly, one might state: to paraphrase Plato’s comment...and conclude with a footnote identifying the exact reference. A footnote acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material. Information which is common knowledge, such as names of leaders of prominent nations, basic scientific laws, etc., need not to be footnoted; however, all facts or information obtained in reading or research that are not common knowledge among students in the course must be acknowledged. In addition to materials specifically cited in the text, only materials that contribute to one’s general understanding of the subject may be acknowledged in the bibliography. Plagiarism can, in some case, be a subtle issue. Any question about what constitutes plagiarism should be discussed with the faculty member.
XI. **Disability Accommodation**

Please Note: Any student who believes that s/he may need an accommodation in this class due to a disability should contact the Office of Disability Services, Kreeger Learning Center, 151 College Avenue; dfoffice@rci.rutgers.edu; 732-932-2847. (Undergraduate New Brunswick students should contact the Coordinator for Students with Disabilities for their College.) Any student who has already received a letter of accommodation, should contact the instructor privately to discuss implementation of his/her accommodations immediately. Failure to discuss implementation of accommodations with the instructor promptly may result in denial of your accommodations.

XII. **Bibliography**

A. **GENERAL ADMINISTRATION AND MANAGEMENT:**


**B. CONFLICT MEDIATION AND RESOLUTION:**


C. WORKING WITH AND UNDERSTANDING GOVERNANCE STRUCTURES:


D. EVALUATION


E. EXTERNAL RELATIONS


**F. DIVERSITY ISSUES**


**G. LEADERSHIP**


**H. HUMAN RESOURCES**


I. ORGANIZATIONAL CHANGE


J. BUDGET AND FINANCE


K. CASE EXAMPLES


L. INFORMATION TECHNOLOGY


**M. SOCIAL WORK AND THE LAW**


