

## Rutgers DSW Program Syllabus

**Module Title:** Administration and Learning

**Instructor:**

**Residency:** October 2018

**Date:**

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### **Module Description:**

This module will consist of an interactive review of theories, practice and competencies associated with effective leadership in health and human services organizations in today's turbulent environment. Concepts and frameworks such as adaptive leadership, emotional intelligence, along with the roles and functions of leadership will be discussed in the module accompanied by role plays and analysis of various case scenarios.

### **Module Objectives:**

1. Participants in this workshop will demonstrate an understanding of the differences between management and leadership along with the ability to understand and apply the theoretical frameworks to guide leadership in future practice.
2. Participants in this workshop will demonstrate an understanding of the sources of power and authority available to leaders along with the vital roles and functions of leader.
3. Participants in this workshop will be able to identify and utilize various styles of leadership.
4. Participants in this workshop will understand the fundamental importance of mission, vision and values to organizational success and how to anchor these within the programs, policies and day to day operations of the organization.
5. Participants will gain and demonstrate a broader view and understanding of responsibilities of leaders to assure broad organizational diversity and ethical practice.

### **Required Readings (1-3):**

1. Golensky, M. (2011). *Strategic Leadership and Management in Nonprofit Organizations*. Chicago: Lyceum. Chapter 1: pp:1-23\*
2. Goleman, D. (2000). "Leadership That Gets Results." *Harvard Business Review*, 78 (2): 78-90. \*

3. Heifetz, R., Grashow, A. & Linsky, M. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Boston: Harvard Business Review Press. Chapters 2\* & 7\*.

**Recommended Readings:**

1. Hopkins, K., Meyer, M., Shera, W. & Peters, S. (2014). "Leadership Challenges Facing Human Services Organizations in a Post-Recession Era". *Administration in Social Work* 38 (5) (p. 419-422).
2. Lewis, J., Lewis, M., Packard, T. & Souflee, F. (2012). *Management of Human Services Programs*. Belmont, CA: Brooks/Cole. Chapter