

**RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY
SCHOOL OF SOCIAL WORK
COURSE OUTLINE**

19:910:540: Supervision: Administrative, Clinical, and Educational

Spring 2022

Instructor:

Office hours:

Telephone:

Email:

I. Catalog Course Description

Supervision in human service organizations requires micro, mezzo, and macro skills. This course covers the three functions of supervision – clinical/supportive, educational, and administrative. The course is designed for first line supervisors, but covers concepts and theories applicable to general supervision and management.

II. Course Overview

This advanced elective prepares students for the role of supervisor in human service organizations with particular emphasis on supervision of social workers providing direct service to clients. Theoretical, practical, and technical approaches to the educational, administrative and supportive functions of the supervisor, as well as issues of monitoring and evaluating worker performance are addressed. Issues posed by differences of gender, age, race, ethnicity and sexual orientation between supervisor and worker (or worker and client) are also addressed.

III. Place of Course in Program

This course is an advanced year elective. Prerequisite is satisfactory completion of the Professional Foundation Year.

IV. Program Level Learning Goals and the Council of Social Work Education's Social Work Competencies

The MSW Program at Rutgers is accredited by the Council on Social Work Education (CSWE). CSWE's accreditation standards can be reviewed at www.cswe.org.

In keeping with CSWE standards, the Rutgers School of Social Work has integrated the CSWE competencies within its curriculum.

These competencies serve as program level Learning Goals for the MSW Program and include the following. Upon completion of their MSW education students will be able to:

- demonstrate ethical and professional behavior;
- engage in diversity and difference in practice;
- advance human rights and social, economic and environmental justice;
- engage in practice informed research and research informed practice;
- engage with individuals, families, groups organizations and communities;
- intervene with individual, families, groups organizations and communities;
- and evaluate practice with individuals, families, groups, organizations and communities.

This course will assist students in developing the following competencies:

Competency 1: Demonstrate Ethical and Professional Behavior - Social workers engage in ethical decision-making, ethical conduct of research, and additional codes of ethics as appropriate to context; make ethical decisions by applying the standards of the NASW Code of Ethics, relevant laws and regulations, models for use reflection and self-regulation to manage personal values and maintain professionalism in practice situations; demonstrate professional demeanor in behavior; appearance; and oral, written, and electronic communication; use technology ethically and appropriately to facilitate practice outcomes; and use supervision and consultation to guide professional judgment and behavior.

Competency 2: Engage Diversity and Difference in Practice: Social workers: apply and communicate understanding of the importance of diversity and difference in shaping life experiences in practice at the micro, mezzo, and macro levels; present themselves as learners and engage clients and constituencies as experts of their own experiences; and apply self-awareness and self-regulation to manage the influence of personal biases and values in working with diverse clients and constituencies. Social workers apply their understanding of social, economic, and environmental justice to advocate for human rights at the individual and system levels; and engage in practices that advance social, economic, and environmental justice.

Competency 6: Engage with Individuals, Families, Groups, Organizations, and Communities. Social workers understand how their personal experiences and affective reactions may impact their ability to effectively engage with diverse clients and constituencies. Social workers value principles of relationship-building and inter-professional collaboration to facilitate engagement with clients, constituencies, and other professionals as appropriate. Social workers: apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks to engage with clients and constituencies; and use empathy, reflection, and interpersonal skills to effectively engage diverse clients and constituencies.

Competency 7: Assess Individuals, Families, Groups, Organizations, and Communities: Social workers collect and organize data, and apply critical thinking to interpret information from clients and constituencies apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks in the analysis of assessment data from clients and constituencies; develop mutually agreed-on intervention goals and objectives based on the critical assessment of strengths, needs, and challenges within clients and constituencies; and select appropriate intervention strategies based on the assessment, research knowledge, and values and preferences of clients and constituencies.

Competency 8: Intervene with Individuals, Families, Groups, Organizations, and Communities - Social workers: critically choose and implement interventions to achieve practice goals and enhance capacities of clients and constituencies; Apply knowledge of human behavior and the social environment, person-in-environment.

Competency 9: Evaluate Practice with Individuals, Families, Groups, Organizations, and Communities - Social workers select and use appropriate methods for evaluation of outcomes; apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks in the evaluation of outcomes; critically analyze, monitor, and evaluate intervention and program processes and outcomes; and, apply evaluation findings to improve practice effectiveness at the micro, mezzo, and macro levels.

V. Course Learning Goals

Upon completion of this course, students will be able to:

Develop leadership in practice contexts and the ability to supervise workers in those contexts:

- Identify the purposes and functions of supervision in human services organizational contexts in relation to clients, workers, and the social work profession in both a clinical and managerial context.
- Demonstrate the ability to identify and perform the educational, supportive and administrative roles performed by supervisors.

- Critically interrogate the challenges and stresses that accompany the transition from social work practitioner to social work supervisor.
- Demonstrate skills in analyzing and solving supervisory problems.
- Learn how to incorporate social work values and ethics into supervisory practice and to exercise leadership in a supervisory context.

Identify and demonstrate abilities to promote a diverse workforce and support and develop their skills:

- Demonstrate an understanding of the principles associated with the assignment and delegation work and the monitoring and evaluation of the performance of workers.
- Identify how variations in age, gender, race, and sexual orientation affect supervisory perceptions and practice.
- Be capable of delineating the challenges and benefits of cultivating a diverse workforce and supporting those workers as they develop in their competence and leadership.

Demonstrate awareness of how technology can be utilized ethically and efficiently.

- Demonstrate an understanding of confidentiality and privacy principles as they relate to social work practice, especially as technology flourishes in the workplace.
- Demonstrate awareness of varied technologies that help to increase the efficacy and efficiency of practice, delivery of services, and supervision.

VI. School of Social Work Mission Statement and School Wide Learning Goals

The mission of the School of Social Work is to develop and disseminate knowledge through social work research, education, and training that promotes social and economic justice and strengthens individual, family, and community well-being, in this diverse and increasingly global environment of New Jersey and beyond.

School Wide Learning Goals: Upon graduation all students will be able to:

1. Demonstrate Ethical and Professional Behavior;
2. Engage Diversity and Difference in Practice; and
3. Engage, Assess, and Intervene with Individuals, Families, Groups, Organizations, and Communities

VII. Required Texts and Readings

Kadushin, A. & Harkness, D. (2014). *Supervision in Social Work (5th ed.)*. New York: Columbia University Press. Available for purchase at the Rutgers University Bookstore.

Supplemental Texts

Anastas, J. W. (2013). *Best practice standards in social work supervision*. NASW.

<https://www.socialworkers.org/LinkClick.aspx?fileticket=GBrLb14Buw1%3D&portalid=0>

Lewis, J., Lewis, M., Packard, T. & Souflee, F. (2012). *Management of human services programs*. Brooks/Cole.

Mathis, R. L. & Jackson, J. H. (2011). *Human resource management*. South-Western College Publishing.

Required Readings

Required readings are denoted by an * indicating they are available in one or more of the following sources:

- In the text required for the course;
- In the course shell;

Other readings listed but not marked by a * are not required, but are presented for the student's possible interest or further scholarship. These may or may not be available in the sources noted but may be accessed electronically through the Rutgers Library System.

VIII. Course Attendance and Participation Policies

Students are expected to attend all classes, having read assigned materials and to be fully prepared for class discussions and assigned class activities. On-line discussion forums are a required component of the class. Details on the dates and times of these sessions will be distributed prior to the first class.

Attendance at all classes is required.

A variety of teaching and learning methods will be utilized including, but not limited to, lectures, classroom and online threaded discussions, videos, class presentations, role plays and handouts. The instructor will be routinely available by email and scheduled zoom meetings.

All assignments are to be completed by scheduled due dates. Late assignments will be accepted only with prior approval from the instructor and may be subject to reduction in grade.

1. Class will be conducted primarily on an interactive discussion basis, which incorporates readings.
2. Students will be expected to share incidents from their professional and/or fieldwork experience which reflect effective or ineffective supervisory performance with application of conceptual course material to the incident.
3. Students will be expected to participate in class exercises including role plays, discussions, case analyses, and class presentations.
4. A mid-term take home examination will be required.
5. A class presentation will be assigned.
6. With respect to a final assignment, there will be a paper of 10-12 pages, double-spaced, focusing on either:
 - a. An analysis of the behavior and performance of an actual supervisor whose practice is known to the student.
 - b. A full elaboration on one of the topics in the course outline (the Instructor's prior approval of the specific topic is required).

IX. Assignments and Grading

SSW MSW Grading Scale: Below is the grading scale for the MSW program

| | |
|----|--------|
| A | 92-100 |
| B+ | 87-91 |
| B | 82-86 |
| C+ | 77-81 |
| C | 70-76 |

*Scores to be rounded up at .5

Assignment Value

Grades for Supervision will be based on the following:

- Class participation: 10%
- Midterm Exam = 30%
- Class Presentation = 20%
- Final Paper = 40%

X. Academic Resources

Library Research Assistance

Meredith Parker is the social work the social work librarian on the New Brunswick Campus meredith.parker@rutgers.edu p. 848-932-6124 ; **Natalie Borisovets** is at Newark, Dana Library natalieb@rutgers.edu 973-353-5909; **Katie Anderson** is at Camden, Robeson Library: Katie.anderson@rutgers.edu 856-225-2830. They are all available to meet with students.

Writing Assistance

Success in graduate school and within the larger profession of social work depends on strong writing skills. Several resources are available to help students strengthen their professional and academic writing skills. Writing assistance is available to all MSW students as described below.

All MSW SSW students (New Brunswick, Camden, Newark, Intensive Weekend, online and blended) are eligible to access writing assistance at the New Brunswick Learning Center. Online tutoring may also be available.

<https://rlc.rutgers.edu/student-services/writing-tutoring>

Newark Campus

The Newark writing center is available for MSW students on the Newark campus by appointment.

<https://sasn.rutgers.edu/student-support/tutoring-academic-support/writing-center/>

Additional Online Resources

APA Style

Purdue OWL <https://owl.english.purdue.edu/owl/resource/560/01/>

APA Style Guide <http://www.apastyle.org/learn/faqs/index.aspx>

Purdue OWL Mechanics, grammar, organization

<https://owl.english.purdue.edu/owl/section/1/>

XI. Course Evaluation

Rutgers University issues a survey that evaluates both the course and instructor. This survey is completed by students toward the end of the semester, and all answers are confidential and anonymous.

XII. Academic Integrity

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 construed as an attempt to misrepresent the cited material as your own. Use the APA citation style which is described in the Publication manual of the American Psychological Association, 7th edition.

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 footnote. Acknowledgement is required when material from another source is stored in print, electronic, or other medium and is paraphrased or summarized in whole or in 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 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 cases, be a subtle issue. Any question about what constitutes plagiarism should be discussed with the faculty member.

Plagiarism as described in the University's Academic Integrity Policy is as follows: "**Plagiarism:** Plagiarism is the use of another person's words, ideas, or results without giving that person appropriate credit. To avoid plagiarism, every direct quotation must be identified by quotation marks or appropriate indentation and both direct quotation and paraphrasing must be cited properly according to the accepted format for the particular discipline or as required by the instructor in a course. Some common examples of plagiarism are:

- Copying word for word (i.e. quoting directly) from an oral, printed, or electronic source without proper attribution.
- Paraphrasing without proper attribution, i.e., presenting in one's own words another person's written words or ideas as if they were one's own.
- Submitting a purchased or downloaded term paper or other materials to satisfy a course requirement.
- Incorporating into one's work graphs, drawings, photographs, diagrams, tables, spreadsheets, computer programs, or other non-textual material from other sources without proper attribution".

Plagiarism along with any and all other violations of academic integrity by graduate and professional students will normally be penalized more severely than violations by 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 Laura Curran, at lacurran@ssw.rutgers.edu. 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. For more information regarding the Rutgers Academic Integrity Policies and Procedures, see: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>.

XIII. Disability Accommodation

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services

office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>.

If the documentation supports your request for reasonable accommodations, your campus' disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>.

XIV. Other Resources

Our school is committed to fostering a safe, productive learning environment. Title IX and our school policy prohibit discrimination on the basis of sex, which regards sexual misconduct — including harassment, domestic and dating violence, sexual assault, and stalking. We understand that sexual violence can undermine students' academic success and we encourage students who have experienced some form of sexual misconduct to talk to someone about their experience, so they can get the support they need.

Confidential support and academic advocacy are available through the Rutgers Office on Violence Prevention and Victim Assistance, 848.932.1181, <http://vpva.rutgers.edu>. Services are free and confidential and available 24 hrs/day, 7 days a week.

XV. Course Outline

Course Units, Weekly Topics, Readings and Assignments

Week 1: Introduction of course and participants, review of course objectives, requirements and assignments

Assignment: Introductions and overview of the course.

Class exercise-Identify and discuss a favorite supervisory experience and a most difficult one.

Week 2: Overview of the ecology, history, ethics, principles and models of supervision

Assignment: Identify and explore principles and models of supervision.

Required Readings

- Kadushin and Harkness - Chapter 1.*
- Tsui, Ming-sum. (2005). Social Work Supervision: Contexts and Concepts. Thousand Oaks, CA: Sage Publications. Chapters 2, 3 & 4, Pages 17-61. *

Suggested Readings

- Stanley, T. (2011). "Being an Extraordinary Supervisor". Supervision 72 (11). p.8-11.

Week 3: Overview of the ecology, history, ethics, principles and models of supervision (con't)

Assignment: Identify and explore principles and models of supervision.

- Gallagher, C. (2013). "The Value of a Whistleblower: How to Build a Culture of Ethics within Your Company". Supervision 74 (1), p. 24-25.
- Kadushin and Harkness Chapter 7 *
- NASW CODE OF ETHICS (2019) - available online at [www.naswdc.org] - discussion on ethics with class participation related to supervision and consultation. *
- Stanley, T. (2008). "Ethics in Action". Supervision 69 (4). P.14-16. *

Suggested Readings

- Bernard, J. (2005). "Tracing the Development of Clinical Supervision". The Clinical Supervisor 24 (1-2), p. 3-21.
- Copeland, P., Dean, R. & Wladkowski, S. (2011). "The Power Dynamics of Supervision: Ethical Dilemmas." Smith College Studies in Social Work 81 (1), p. 26-40.

Session 4: Administrative and Educational Functions of Supervision

Assignment: Discuss and examine two supervisory styles and their unique functions.

Engage in a case scenario group exercise.

Class presentation dates assigned.

Required Readings

- Cheme, F. ((2016). "Hiring So You Won't be Firing". Supervision 77 (11). P. 9-11 *
- Dolgoff (2005). Chapter 9 & 14 pp. 103-119 & pp. 167-182 *
- McClatchy, S. (2013). "Hiring the Best". Supervision 74 (10), p. 16-17.*
- Weinbach, R. (2008). The Social Worker as Manager: A Practical Guide to Success. Boston: Pearson. Chapter 7, p. 163-195. *
- Lindo, D. (2010) "New Employee Orientation is Your Job". Supervision 71 (9) P. 15.11-15. *

Session 5: Administrative and Educational Functions of Supervision (con't)

Assignment: Discuss and examine two supervisory styles and their unique functions.

Engage in a case scenario group exercise.

Class presentation dates assigned.

Required Readings

- Forte, J. (2018). "Give Feedback to Get Performance" Supervision 79 (1) P. 9-11*
- Golensky, M. (2013). "I've Been Thinking About...Performance Reviews" Nonprofit World, 31 (1), p. 8- 10.*
- Kadushin and Harkness Chapters 2, 3, 4 & 5*
- Outlaw, D. (2015). "Motivate Workers with Training Opportunities" Nonprofit World, 33 (37), P. 14-15*.
- Ramsey, R. (2013). "The Fundamentals of Firing Unsatisfactory Employees". Supervision 74 (10) P. 13- 14*.
- Stanley, T., (2012). "Delegating for Success". Supervision 73 (4), P. 7-10.*
- Stanley, T. (2014). "Poor Performance and Due Process Supervision 75(10) p. 9- 12.*

Suggested Readings

- Edelman, A. (2018). "Congratulations! You're Fired!" Supervision 79 (12) p.3-5
- Ennis, G. (2017). "What's it Going to Take to Get Him to Do It Right?" Supervision 78 (1). P.16 – 19.
- Hopkins.K. (2009). " Supervision, Development and Training of Staff and Volunteers" in The Handbook of Human Services Management edited by Patti, R. Thousand Oaks, CA: p. 283-294.
- Mathis, R. & Jackson, J. (2008). Human Resources Management. Cincinnati: South Western College Publishing. Chapter 11, p. 324-356
- Pike, B. (2014). "Ten Steps to Create Higher Performing Workplaces". Supervision 75 (2) P. 3-5
- Bainbridge, K. (2016). "Plan for Improved Performance". Supervision 77 (12). P. 9-11.

Session 6: Topics: Supportive Supervision, Volunteer Supervision, Group Supervision, and Supervisory Style and Technique

Assignment: Discuss and explore different styles and techniques of supervision and their unique functions.
Engage in role play exercises.

Required Readings

- Hernandez, B., Stanley, B. & Miller, L. (2014). "Job Embeddedness and Job Engagement: Recommendations for a Supportive Social Work Environment". *Administration in Social Work* 38 (4) p. 336-347*.
- Rafe, S. (2013). "Motivating Volunteers to Perform". *Nonprofit World* 31 (5), p. 18-19.*
- Kadushin and Harkness - Chapters 6 and 9*
- Kaufman, R. (2017). "How to Harness the Power of Praise". *Supervision* 78 (9) p.13-15.*

Session 7: Diversity and Inclusion in Supervision

Assignment: Review and examine the readings related to the topics of diversity and inclusion.

Required Readings

- Houlihan, A. (2016). "The New Melting Pot: Effectively Lead New Generations in the Workplace". *Supervision* 77 (6). P.3-5. *
- Lusk, M., Terrazas, S. & Salcido, R. (2017). "Critical Cultural Competence in Social Work Supervision" *Human Services Organizations: Management, Leadership & Governance*. 41 (5) p.464-476.*
- Ramsey, R. (2015). "Getting the Most from Today's Millennials in the Workforce". *Supervision* 76 (11), p. 3-5.*
- Brimhall, K. & Barak, M. (2018). "The Critical Role of Workplace Inclusion in Fostering Innovation, Job Satisfaction and Quality of Care in a Diverse Human Service Organization". *Human Service Organizations: Management, Leadership & Governance*, 42 (5) p.474-49*

Suggested Readings

- Ogbonna, E. & Harris, L. (2006). *The Dynamics of Employee Relationships in an Ethnically Diverse Workforce*. *Human Relations* 59 (3), 379-407.

Session 8: Supporting Health and Well-Being

Assignment: Review and examine the readings related to the topics of diversity and inclusion.

Required Readings

- Lizano, E. (2015). "Examining the Impact of Job Burnout on the Health and Well-Being of Human Service Workers: A Systematic Review and Synthesis". (2015). *Human Services Organizations: Management, Leadership & Governance*. 39 (3) p.167-181.*
- Bell, R. (2010). "A Three Step Process to Save Troubled Employees from Themselves." *Supervision* 71 (11). P.3-6. *
- Ramsey, R. (2013). "Dealing With Disengaged Workers". *Supervision* 74 (11). P. 9-12.*
- Yoon, J. & Hyun, J. (2017), "Determinants of Turnover Intention in Social Workers: Effects of Emotional Labor and Organizational Trust". *Public Personnel Management* 46 (1) p.41-65.*

Suggested Readings

- Brudney, J. & Meijs, L. (2014). "Models of Volunteer Management: Professional Volunteer Management in Social Work" *Administration in Social Work* 38 (3) p. 297-309
- Ramsey, R. (2013). "Supervising Volunteers is Different". *Supervision* 74 (12), p. 3-5.
- Seldon, S. & Sowa, J. (2015). "Voluntary Turnover in Nonprofit Human Service Organizations: The Impact of High-Performance Work Practices". *Human Service Organizations*. 39 (3) P. 182- 207.

- Stanley, T. (2011). "Watch out for Job Burnout". Supervision 72 (9) p. 9-12.

Session 9: No Class

Mid-Term Take Home Exam Open on Canvas (due session 10)

Session 10: The Supervisor as Leader

Assignment: Identify and discuss leadership styles, techniques and best practices.

Review Final Paper Assignment

Required Readings

- Benzel, D. (2008). "Lead Through Listening". Supervision 69 (6). P.14-15.*
- Goleman, D. (2000). "Leadership That Gets Results". Harvard Business Review, 78 (2): 78-90. *
- Kumlie, J. & Kelly, N. (2018). "Leadership Versus Management" .Supervision 79 (1), P.6-8.*
- Evans, N. & Barone, M. (2016). "Innovative Leadership: Why EQ is as Important as IQ". Supervision 77 (10). P. 3-5.*
- Fisher, E. (2009). "Motivation and Leadership in Social Work Management: A Review of Theories and Related Studies". Administration in Social Work 33 (4). P. 347-367.*

Session 11: Administrative Effectiveness, Time Management, Supervision in Various Practice Settings

Assignment: Discuss administrative supervision and best approaches applied based on specific work environments.

Required Readings

- Lewis, J., Lewis, M., Packard T. & Souflee, F. (2007) Management of Human Service Programs. Belmont, CA: Brooks/Cole. Chapters 1 & 11 *
- Mathis, R. (2013). "The Organized Supervisor: Four Steps to Better Organization." Supervision 74 (5), P.24-26. *
- Ramsey, R. (2016). "Ten Ways Supervisors Get More Done". Supervision 77 (12). P.17-19.*
- Exceptional Supervision. Hoboken, NJ: John Wiley and Sons. Chapter 4, P. 55-73.*

Session 12: Labor Issues in Supervision

Assignment: Review and examine the readings related to the topics of human resource management and labor relations.

Required Readings

- Mathis, R.L. & Jackson, J.H. (2011). Human Resource Management. Cincinnati, OH: South-Western College Publishing Chapters 5 & 16. *
- Rosenberg, J. & Rosenberg, S. (2006). Do Unions Matter? An Examination of the Historical and Contemporary Role of Labor Unions in the Social Work Profession. Social Work 51 (4): 295-302 *
- Stanley, T.' (2010). "Union Stewards and Labor Relations" Supervision 71 (2). P. 3-6.
- Zachary, M. (2012). "Employment at Will and Public Policy". Supervision 73 (11), p.21-25.

Session 13: Maintaining a Harassment and Discrimination Free Work Environment

Assignment: Review and examine the readings related to challenges in the workplace.

Required Readings

- Nefer, B. (2008). "Supervising Friends: A Delicate Balance". Supervision 69 (10). P. 12-14.
- Zachary, M (2018) "Addressing Forms of Workplace Violence – Assaults and Abusive Behavior". Supervision 79 (10) p. 1-11*
- Ramsey, R. (2013). "What to Do About Bullying in the Workplace". Supervision 74 (2), p.3-5.
- Shier, M., Nicholas, D., Graham, J. & Young, A. (2018). "Preventing Workplace Violence in Human Services Workplaces: Organizational Dynamics to Support Positive Interpersonal Interactions Among Colleagues". Human Services Organizations: Management, Leadership & Governance, 42 (1) p.4 – 18.
- Zachary, M. (2018). "Addressing Forms of Workplace Violence – Assaults and Abusive Behavior" Supervision 79 (10). P. 1-11

Session 14: Class Presentations

Scheduled Class Presentations

Session 15: Course Wrap Up and Class Presentations

Final Paper Due