

Rutgers DSW Program Syllabus

Module Title: Management and Ethics

Instructor:

Residency:

Date:

Module Description:

“3.07 **Administration:** (a) Social work **administrators** should advocate within and outside their agencies for adequate resources to meet clients’ needs.

(b) Social workers should advocate for resource allocation procedures that are open and fair. When not all clients’ needs can be met, an allocation procedure should be developed that is nondiscriminatory and based on appropriate and consistently applied principles.

(c) Social workers who are **administrators** should take reasonable steps to ensure that adequate agency or organizational resources are available to provide appropriate staff supervision.

(d) Social work **administrators** should take reasonable steps to ensure that the working environment for which they are responsible is consistent with and encourages compliance with the NASW Code of Ethics. Social work **administrators** should take reasonable steps to eliminate any conditions in their organizations that violate, interfere with, or discourage compliance with the Code. “

Social workers who serve in management and administrative positions have the ethical responsibility to act in accordance with the profession’s Code of Ethics. This raises “multi constituent” challenges and, potentially, conflicts within the social worker-manager’s role.

Module Objectives:

1. Increase student understanding of the ethical challenges social workers encounter while serving as administrators and managers.
2. Challenge (and retire!) stereotypes or distortions about social workers performing as effective administrators and managers of people and financial resources.
3. Increase student interest in developing administrative and management skills to serve as leaders in the profession.
4. Apply the NASW Code of Ethics, including the 2021 Amendments, to analyze ethical issues related to organizational management.
5. Identify organizational practices that explicitly or implicitly reflect institutional racism, sexism, gender/identification bias, ability bias, religious and/or ideological bias and other forms of discrimination and suggest effective ways, including using a Liberatory Consciousness Framework, to eliminate such practices.

Required Readings:

1. Michael J. Austin, Kate Regan, Suzanne Gothard & Sarah Carnochan (2013) *Becoming a Manager in Nonprofit Human Service Organizations: Making the Transition from Specialist to Generalist*, *Administration in Social Work*, 37:4, 372-385, DOI: [10.1080/03643107.2012.715116](https://doi.org/10.1080/03643107.2012.715116)
2. Mensing, J. (2017). "The Challenges of Defining and Measuring Outcomes in Nonprofit Human Services Organizations" *Human Services Organizations: Management, Leadership and Governance*, 41(3) p. 207-212.
3. Michàlle E. Mor Barak (2015) *Inclusion is the Key to Diversity Management, but What is Inclusion?*, *Human Service Organizations: Management, Leadership & Governance*, 39:2, 83-88 DOI: [10.1080/23303131.2015.1035599](https://doi.org/10.1080/23303131.2015.1035599)
4. Halvorsen, Heidi (2016) *The Key Trait Successful Leaders Have and How to Get It*. *Leader to Leader*, Hesselbein Institute, Winter (36-40)
5. Max H. Bazerman, (2020) *A New Model for Ethical Leadership*, *Harvard Business Review* September–October 2020 (91-97)
6. Love, B. J. (2010). *Developing a liberatory consciousness*. In M. Adams, W. J. Blumenfeld, C. Casteneda, H. W. Hackman, M. L. Peters & X. Zuniga, (Eds.), *Readings for Diversity and Social Justice*. (pp. 533 -540). NY: Routledge.
7. *Code of Ethics*, (2017), National Association of Social Workers, Washington, DC; *Amendments to the Code of Ethics*, (2021), National Association of Social Workers, Washington, DC

Recommended Readings:

8. Goleman, Daniel. *Leadership that gets Results*, *Harvard Business Review*. Mar/Apr2000, Vol. 78 Issue 2, p78-90.

Module Assignment:

Due: (via Canvas). Reflect and comment on two readings that caused you to recall or identify a management ethics issue. Try to connect this to your own, real life experience as a manager or as a person who responds to a manager. Please share your thoughts, ideas, suggestions for how social workers in management roles can balance competing needs, demands, and constraints on their organizations and still strive to achieve ethical outcomes to management problems. Please list one question for your instructor. 1-2 pages required.