

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

**MANAGEMENT PRACTICE AND THEORY
Course: 19:910:535**

Semester:
Campus:
Day/Time:
Location:
Instructor:
Phone:
E-mail:
Office Hours:

I. Catalog Course Description

Core practice techniques, theories, dynamics, functions and ethics of human service management are analyzed with particular focus on the knowledge, skills and abilities necessary to successfully lead public and private human service agencies in the environment of today and the future. Public and private nonprofit organizations are the arena where most social policy is implemented. 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 specialization in Management and Policy. 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 service programs from both an internal and external organizational perspective. Students have the opportunity to learn and apply theory to case situations, gain understanding of the dynamics and requirements of human service management, and acquire the competencies necessary to lead a public, nonprofit, for-profit, or hybrid organization.

Students: As you read through this syllabus, please closely review the School of Social Work (SSW) school-wide syllabus posted in Canvas or in the Student Handbook. This provides information on the SSW mission statement and learning goals, school-wide policies (including academic integrity and the standardized attendance policy), and student resources and supports.

III. Place of Course in the Program

This is the first of two required advanced practice courses in the Management and Policy specialization. The prerequisite is satisfactory completion of the first year professional foundation courses. The co-requisite is a Management and Policy learning practicum appropriate to this specialization.

IV. 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 2022 CSWE competencies within its curriculum. The competencies assessed in this course include:

Competency 1: Demonstrate Ethical and Professional Behavior

Social work practitioners engaged in management and policy are fully familiar with the NASW code of ethics and understand how that code applies to their specific professional endeavors and behaviors. They understand the role of an organizational and policy leader as an articulator of organizational and community values. They are fully aware of practices that may constitute a conflict of interest and how to avoid them and are proficient in managing their affective reactions and setting and maintain boundaries in their relationships with clients, supervisees, supervisors, volunteers and contractors. They treat organizational employees and property with respect and are able to model ethical behavioral and mentor others in adhering to ethical principles. Social work practitioners focused on management and policy understand the ethical implications of current and emerging technologies within the larger organizational and policy context. They recognize how their personal values may enhance or hinder their ability to work effectively within the context of an organization and implement policies and procedures of that organization. Practitioners of Social Work in Management and Policy:

- Use critical thinking to apply the NASW code of ethics to analyze ethical issues related to management and policy;
- Identify personal values that enhance or hinder one's ability to work effectively within an organization and use supervision to examine these values; and
- Use electronic records and other emerging technologies ethically within a larger management and policy context; assure confidentiality of client data; and appropriately use informed consent in interventions.

Competency 2: Advance Human Rights and Social, Economic, and Environmental Justice

Social work practitioners engaged in management and policy are committed to assuring that the work of the organizations and communities in which they practice, and the policies which they advocate and implement, respect and advance the rights of all those served, all those employed therein, and all those impacted by that work. They are aware of important laws and other policies that affect such rights in their work. They are knowledgeable about racism, social inequalities, human rights violations, and other forms of oppression in the communities they serve and their root causes. Accordingly, they develop and implement interventions at multiple system and institutional levels to assure such rights are fully and democratically accepted and integrated into the organizations and communities within which they work. They have the skills to understand how laws and other policies may oppress the rights of others and thus not advance social, racial, economic, or environmental justice, and how laws and other policies may be amended to protect and further human rights and social, racial, economic, and environmental justice. Social workers engaged in management and policy practice reflect on their reactions to these social, racial, economic, or environmental injustices and discuss them with their colleagues and others in a professional manner.

Practitioners of Social Work in Management and Policy:

- Contribute to the development and implementation of policies, programs, and practices within the organizations and communities in which they work that advance human rights and social, racial, economic, and environmental justice;
- Identify important laws and other policies that are relevant to human rights, and racial, social, and environmental justice in the organizations and communities in which they practice;
- Contribute to the efforts of the management and leadership of the organizations and communities in which they work to infuse this competency into the implementation of the mission, vision, values, and programs of the organization; and
- Practice democratic leadership by engaging with communities rather than taking action upon them.

Competency 7: Assess Individuals, Families, Groups, Organizations, and Communities

Social work practitioners engaged in management and policy practice have developed the capacity to organize, manage and support efforts relative to assessing the needs of diverse individuals, families, groups, organizations and communities. They have the skills to develop and implement organizational, program and policy evaluations; and to create program and strategic plans to meet the current and future needs of the populations served by the organizations, the organization itself and the communities that are impacted, given the rapid and ongoing growth and change in policy, finance, client demographics, use of technology and other factors. Practitioners of Social Work in Management and Policy:

- Observe and/or contribute to organizational efforts to assess its relationship to its environment, including the emerging internal and external forces affecting the organization (i.e. community needs assessments, resource inventories, environmental scans, et al.);

- Are able to engage in self-reflection to identify and counter one's own prejudices and stereotypes in the assessment process;
- Contribute and add value to the development and implementation of program, organization, or community-wide planning processes designed to position the organization for efficacy in realizing program and organizational missions and goals; and
- Incorporate ongoing organizational and program evaluation and assessment in the analysis and management of program and planning processes.

Competency 8: Intervene with Individuals, Families, Groups, Organizations, and Communities

Social worker practitioners engaged in management and policy practice design and manage the delivery of services and interventions targeted to individuals, families, groups, organizations and communities. This may involve recruiting and retaining an adequate workforce; securing and managing the necessary funds and resources to support the intervention; partnering and collaborating with outside organizations; applying appropriate applications of information technology to support clients, staff and management; assuring services are culturally competent; and exercising the initiative and leadership to build an organizational culture that recognizes and rewards professionalism along with policies and programs that further social justice.

Practitioners of Social Work in Management and Policy:

- Observe, identify, lead, and/or support core management functions such as strategic management, human resource management, budget and finance, and information technology in an organizational context;
- Identify and /or apply the concepts, practices and styles of organizational and community leadership, and can assess their own strengths and limitations in these regards;
- Observe, communicate, and work – as appropriate - with organizational and/or community governance and advisory structures;
- Contribute positively as a member of a team conducting marketing and fundraising activities including grant-writing, creating a culture of philanthropy within an organization or community, and serving as stewards of donated resources; and
- Identify how leadership may be used to anchor the mission, vision and values within an organization; and motivate board members, volunteers, and employees to fulfill their roles in accordance with organizational missions and goals.

[Explore the entire set of 2022 CSWE competencies.](#)

V. Course Objectives

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

- Develop an understanding of the processes and techniques of human service management and leadership in social work and social welfare settings in public and private nonprofit organizations.
- Acquire an overview of the historical and theoretical development of human service management within social work and social welfare.
- Gain and apply knowledge of the concepts, skills and techniques of human service management and leadership required internally within the organization and externally with the larger community and public.
- Understand the techniques by which nonprofit organizations implement and evaluate social policies.
- Gain and apply knowledge of how technology is used in human services organizations' planning, operations, communications, and fundraising and marketing.
- Gain skill and understanding regarding the advancement of diversity, equity, and inclusion as applied to management, leadership, and human service organizations.
- Cultivate knowledge about the effects of power, politics and leadership in human service management and how these might be applied to achieve the mission of the organization.
- Learn 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.
- Expand knowledge to demonstrate and foster the influence of social work values and ethics in managing and leading programs and services that are responsive to --- women, people of color, persons with disabilities and people of various sexual orientations.

VI. Required Texts and Readings

Required Text

Edwards, R. & Kurzman, P. (Eds.). (2021). *Leading and managing nonprofit organizations*. NASW Press.

Required readings (separate from textbook) are available through the Rutgers University Library "Reading List" that is integrated into your Canvas course. **To find your readings:**

Click on the "Reading List" tab in the Canvas navigation bar to the left-hand side of the course. Please note, this list contains links to articles and other required readings separate from the textbook (if applicable). Please follow the syllabus and/or Canvas Readings and Resources page in each module for more specific required readings and resources for each week (including textbook/media).

For further instructions [please click here for a video tutorial](#)

Recommended Texts

Austin, M., Brody, R., & Packard, T. (2009). *Managing the challenges in human service organizations: A casebook*. Sage Publications.

Golensky, M. & Hager, M. (2020). *Strategic leadership and management in nonprofit organizations*. Lyceum.

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

VII. Attendance and Participation

Attendance

Please refer to the school-wide syllabus for the standard attendance policy for classes in on-the-ground (traditional) program, intensive weekend program (IWP), and asynchronous online program.

Given the nature of the Intensive Weekend program, students' presence and active participation in class is critical to the learning experience. Students are expected to attend and be on time for all classes, both online and in person. Students who are ill should not come to class. All absences for illness or absence for any other unplanned emergency require notification of the Director of the IW program, and the Instructor before the class. When feasible, the instructor may make arrangements for accommodation and/or make up work. However, absence of 8 or more hours of class may require withdrawal and repeat of that class or credits.

Cell phones must be silenced during class and use of electronic devices is limited to use related to class activities and note-taking. Full attention and engagement in discussion and classroom activities is expected and distraction from the use of electronic devices may result in limitation of their use.

Late Assignments

Late assignments will not be accepted, unless the student has made arrangements prior to the assignment due date. The instructor reserves the right to reduce the letter grade for late assignments.

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

VIII. Assignments and Grading

Assignments for this course include: A midterm paper; group presentations of assigned cases to the class; and a final paper. Additional information on these assignments, along with related requirements, will be provided in class and on the course Canvas site.

All written assignments **must** follow APA format. The professor reserves the right to reduce the letter grade for any assignment that does not confirm to APA format.

To ensure that each student is successfully able to complete the course expectations, specific issues with your practicum setting need to be taken directly to your respective practicum supervisor, practicum liaison and/or practicum learning office representative. If there are concerns about a student being able to successfully complete the assignments of the course, your instructor for your practice course reserves the right to contact the practicum learning office and/or your practicum instructor to determine if you are able to carry out your assignment. These are educational issues that directly impact a student's ability to meet the educational objectives for this course.

IX. Grading

Grading will be weighted as follows:

Class participation and Asynchronous Assignments: 10%
Midterm paper: 35%
Class presentation (case study and/or article summary): 20%
Final paper: 35%

X. COURSE OUTLINE

Unit I – Introduction to Human Service Management

Module 1 Management and leadership: public and nonprofit organizations

- Definitions: human service management and leadership in nonprofit organizations
- Purpose: mission driven
- Brief of history of management of public nonprofit social welfare and human services organizations
- Competing values framework
- Nature of managerial decision making
- Management competencies
- Social Work: Professional Associations/Management and Leadership

Core Readings:

Edwards, R. (2021). Leading and managing effectively in an environment of competing values

(Chapter 1). In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations* (pp. 3-27). NASW Press.

Golensky, M. & Hager, M. (2020). *Strategic leadership and management in nonprofit organizations* **(Chapter 1)**. Oxford University Press, US.

Professional Associations:

Network for Social Work Management: <https://socialworkmanager.org/>

Association for Research on Nonprofit and Voluntary Organizations (ARNOVA):

<https://www.arnova.org/>

Association for Public Policy Analysis and Management (APPAM): <https://www.appam.org/>

Association for Community Organization and Social Action (ACOSA):

https://www.acosa.org/content.aspx?page_id=22&club_id=789392&module_id=335372

Special Commission to Advance Macro Social Work: <https://macrosocialwork.org/>

National Council of Nonprofits: <https://www.councilofnonprofits.org/>

Nonprofit Professionals of Color Collective <https://www.linkedin.com/company/nppoccollective>

New Jersey Center for Nonprofits: <https://njnonprofits.org/>

Supplemental Readings:

Austin, M.J. (2018). Social work management practice: 1917-2017: A history to inform the future. *Social Service Review*, 92(4), 548-616.

Dunning, C. (2020). *Nonprofit neighborhoods: An urban history of inequality and the American state*. Chicago: University of Chicago Press.

Golensky, M. (2020). *Strategic leadership and management in nonprofit organizations*. (Chapter 2). Oxford University Press.

Hasenfeld, Y., & Garrow, E. (2012). Nonprofit human-service organizations, social rights, and advocacy in a neoliberal welfare state. *Social Service Review*, 86(2), 295-322.

Hurst, T. E., & Hurst, P. W. (2017). White bear syndrome: Recognizing potential roadblocks in transitioning from practitioner to leader. *Human Service Organizations: Management, Leadership & Governance*, 41(4), 438-447.

Waldman, W. "Management competencies." Unpublished paper 2014, Rutgers University

Module 2 Conceptual and theoretical frameworks: management and organizations; professional ethics

- Overview of key theories of public and nonprofit management
- Organizational theory and organizational auspice: public; private nonprofit (501 c(3), et al) ; for profit
- Applications of the liberatory consciousness framework
- Ethics in human service management

Core Readings:

7 Types of Workplace Management Theories <https://www.indeed.com/career-advice/career-development/types-of-management-theories>

Hasenfeld, Y. (2009). Human services as complex organizations. (2nd edition. Newbury Park, CA: Sage.

Chapter 3 – review chart on page 51; review rational theory; human relations; contingency; political economy; critical theory; and post-modern.

Liberatory Consciousness at the Rutgers School of Social work:

<https://socialwork.rutgers.edu/about/diversity-equity-inclusion/liberatory-consciousness>

Manning, M. & Strom, K. (2021). Ethical issues in nonprofit leadership, **Chapter 15**, In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations* (pp. 367-386). NASW Press.

National Association of Social Workers. (2017). *Code of Ethics: English*. Socialworkers.Org. <https://www.socialworkers.org/About/Ethics/Code-of-Ethics/Code-of-Ethics-English>

Supplemental Readings:

Drucker, P. (2016). *Management Challenges for the 21st century*. (Chapter 3). Routledge.

Reamer, F.G. (2020). *Moral distress and inequality in human services: Cases, causes, and strategies for prevention*. Washington, DC: NASW Press.

Unit II – Leadership and Strategic Management

Module 3 Leadership – Concepts, Contexts and Frameworks

- Definitions of leadership
- Characteristics of effective leaders
- Informal and formal leadership
- Inclusive leadership

- Emotional intelligence
- Leadership assessment tools

Core Readings:

Lewis, J., Lewis, M., Packard, T. & Souflee, F. (2012). *Management of human service programs*, Leading and changing human service organizations, **Chapter 22, pp. 235-247**. Cengage.

Landry, L. (2019). Why emotional intelligence is important in leadership. Harvard Business School. <https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>

Meyer, M., Afkinich, J., Bialobrzewski, E., & Perry, V. (2021). Impact of leadership development and facilitated peer coaching on women's individual, collective, and organizational behaviors in human services. *Nonprofit Management and Leadership*, 32(3), 387-408.

Teambuilding (2023). 23 leadership skills for work in 2023.
<https://teambuilding.com/blog/leadership-skills>

Supplemental Readings:

Uberty, B. The nonprofit narrative project <https://www.bwproductionsllc.com/work-with-us>

Kirsch, J., Raut, S., Alvarez-Padilla, Y., & Maleku, A. (2023). The forgotten human service sector: Leadership narratives of immigrant and refugee-led community-based ethnic organizations. *Human Service Organizations: Management, Leadership, and Governance*, 47(3), 176-193.

Smith, W., Lewis, M., & Tushman, M. (2016). Both/And Leadership. *Harvard Business Review*, 94(5), 62–70.

Hyejin, K. & Taesung, K. (2017). Emotional intelligence and transformational leadership: A review of empirical studies. *Human Resource Development Review*, 16 (4),

Module 4 Leadership (Continued)

- Adaptive leadership: technical and complex problems
- Transformational leadership
- Job-demands resource theory and LMX
- Inclusive leadership and management: Diversity, equity, and inclusion

Core Readings:

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: tools and tactics for changing your organization and the world*. (**Chapters 2 and 7**), Harvard

Business Press

Why diversity, equity, and inclusion matter for nonprofits:

<https://www.councilofnonprofits.org/running-nonprofit/diversity-equity-and-inclusion/why-diversity-equity-and-inclusion-matter>

Walter, A. W., Ruiz, Y., Tourse, R. W. C., Kress, H., Morningstar, B., MacArthur, B., & Daniels, A. (2016). Leadership matters: How hidden biases perpetuate institutional racism in organizations. *Human Service Organizations: Management, Leadership & Governance*, 41(3), 213–221.

Lancefield, D., & C. (2023). 4 Actions transformational leaders take. *Harvard Business Review* <https://hbr.org/2021/05/4-actions-transformational-leaders-take>

Supplemental Readings:

Lee, Y. (Summer 2023). The color of nonprofit leadership: Nonprofits with a CEO of color. *Nonprofit leadership and management*, 33(4), 865-878.

Quality Improvement Center for Workforce Development (July 2022). Leader-member exchange. Retrieved from <https://qic.wd.org>.

Tummers, L., & Bakker, A. (2021). Leadership and job demands resource theory: A systematic review. *Frontiers in psychology*, 12, Article 722080.

Thomas, B. (2024). Understanding nonprofit leadership engagement and turnover: A story of job demands and resources. *Journal of Nonprofit Management and Leadership*, 34 (3), 707-728.

Choy-Brown, M., Stanhope, V., Wackstein, N., & Delany Cole, H. (2020). Do social workers lead differently? Examining associations with leadership style and organizational factors. *Human Service Organizations: Management, Leadership, and Governance*, 44(4), 332-342.

Module 5: Strategic Management and Leadership

- Definitions of strategic management
- Evidence informed decision making
- Implementing strategy: group decision making; running effective meetings; task plans, action plans; communications
- Analyzing case studies (Austin casebook)

Core readings:

Zippay, A. (2021). Managing and planning strategically, **Chapter 13, pages 330-348**. In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations*. NASW

Press.

Tropman, J. (2021). Managing meetings to produce high-quality group decisions, **Chapter 7, pages 163-168 and 174-182 only**. In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations*. NASW Press.

Austin, M., Brody, R., & Packard, T. (2009). **Chapter 2**, In *Managing the challenges in human service organizations: A casebook*. Sage Publications.

Delaney, T. (July 2022). How nonprofits can use information from the federal government's sweeping new project for advancing equity and racial justice. Retrieved: <https://www.councilofnonprofits.org/articles/how-nonprofits-can-use-information-federal-governments-sweeping-new-project-advance-equity>

Supplemental readings:

Duffy, M., & Shaefer, L. (2022). In the aftermath of the storm: Administrative burden in disaster recovery. *Social Service Review*, (96)3, 507-533.

Kovner, A. R. (2014). Evidence-based management: Implications for nonprofit organizations. *Nonprofit Management and Leadership*, 24(3), 417–424

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

Module 6: Human Resources

- HR practices
- Laws and regulations
- Recruitment, hiring, and onboarding
- Volunteer management

Core Readings:

Strom, K. (2021). Managing human resources and personnel practices in nonprofit organizations, **Chapter 5, pages 101-139**. In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations*. NASW Press.

Mor Barak, M. E. (2015). Inclusion is the key to diversity management, but what is inclusion? *Human Service Organizations Management, Leadership & Governance*, 39(2), 83–88.

National Council on Nonprofits. (2023). Employment and HR (See: Compensation for nonprofit employees; Managing nonprofit employees; Creative approaches to the nonprofit work shortage) <https://www.councilofnonprofits.org/running-nonprofit/employment-hr>

Supplemental Readings:

- Chambre, S. (2020). Has volunteering changed in the U.S.? Trends, strategies, and motivation in historic perspective. *Social Service Review*, 94(2), 373-421.
- Tulgan, B. (2017). The great generational shift: How will it transform your workplace. *Nonprofit World*, 35(1), 20-21.
- Brudney, J. L., & Meijs, L. C. P. M. (2014). Models of volunteer management: professional volunteer program management in social work. *Human Service Organizations Management, Leadership & Governance*, 38(3), 297-309.

Module 7: Supervision and employee engagement

- The practice of supervision
- Fostering a healthy workplace
- Difference between administrative and clinical supervision
- Race equity and inclusion
- Employee motivation and engagement
- Performance reviews

Core Readings:

- Lewis, J.A., Packard, t.R., & Lewis, M.D. (2012). Building supervisory relationships, **Chapter 7, pages 141-162 (skim 144-147)**, In *Management of human service programs* (5th edition). Brooks Cole/Cengage.
- National Association of Social Workers and the Association of Social Work Boards. (n.d.) *Best Practices in Social Work Supervision*. Washington, DC: NASW.
<https://www.socialworkers.org/Practice/NASW-Practice-Standards-Guidelines/Best-Practice-Standards-in-Social-Work-Supervision>
- Gallup (n.d.). What is employee engagement and how do I improve it?
<https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx#:~:text=Gallup%20defines%20employee%20engagement%20as,elements%20of%20your%20workplace%20culture>.
- Campos-Moreira, L., Cummings, M., Grumbach, G., Williams, H.E., & Hooks, K. (2020). Making a case for culturally humble leadership practices through a Culturally Responsive Leadership Framework. *Human Service Organizations: Management, Leadership & Governance*, 44(5), 407-414. DOI: 10.1080/23303131.2020.1822974

Annie E. Casey Foundation. (2014). *Race equity and inclusion action guide: Seven steps to advance and embed race equity and inclusion in your organization*. Annie E. Casey Foundation. Retrieved from http://www.aecf.org/m/resourcedoc/AECF_EmbracingEquity7Steps-2014.pdf

Supplemental Readings:

Ramsundarsingh, S., & Shier, M. (2023). Measuring oppression experienced by service users while they are receiving services from human service organizations, 47(4), 247-263.

Allard, S., Romich, J., Buszkiewicz, J., Althausen, A., & Obara, E. (2020). The initial nonprofit exposure and response to Seattle's minimum wage ordinance. *Social Service Review*, 94 (2), 185-237.

Becker, K., Antuar, N., & Everett, C. (2011). Implementing an employee performance management system in a nonprofit organization. *Nonprofit Management and Leadership*, 21(3), 255–271

Kadushin, A., & Harkness, D. (2014). *Supervision in social work*, (5th ed.). (Chapters 1 and 2). Columbia University Press.

Module 8: The Role and Function of Governance and Management/Governance Relationships

- Boards of Directors: structure and functions
- Recruiting and selecting board members
- Onboarding and orientation
- Characteristics of effective boards
- Role of the Executive Director/CEO

Core Readings:

Holland, T.P., & Blackmon, M. (2021). Achieving an effective, high-performing board. **Chapter 12**, In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations* (pp. 297-329). NASW Press.

National Council on Nonprofits (2023). Governance and Leadership (See: Board roles and responsibilities; Board orientation; Good governance policies)
<https://www.councilofnonprofits.org/running-nonprofit/governance-leadership>

BoardSource. (2005). *The source: Twelve principles of governance that power exceptional boards*. BoardSource.

Giles-McCormick, C. & Czipo, L. (2019). *New Jersey non-profit diversity report*. NJ Center for

Nonprofits. Retrieved from <https://njnonprofits.org/wp-content/uploads/2021/10/2019NJNPDiversityEquityReport.pdf>

Supplemental Readings:

BoardSource (n.d.). *Empowering boards & inspiring leadership*. (n.d.). Washington, D.C. BoardSource. <http://www.boardsource.org>

Whitley, M., & Svensson, P. (published online June 2024). Governance structures and processes in interorganizational collaboratives: The critical role of power and equity. *Human Service Organizations: Management, Leadership, and Governance*, <https://doi.org/10.1080/23303131.2024.2357687>

Golensky, M. & Hager, M. (2020). *Strategic leadership and management in nonprofit organizations*. (Chapter 15). Oxford Univ. Press Us.

Delaney, T. (July 2022). How nonprofits can use information from the federal government's sweeping new project to advance equity and racial justice. National Council of Nonprofits. Retrieved from <https://councilofnonprofits.org>

Module 9: **Information Technology**

- Planning processes for managing technology
- Project management platforms
- Management information systems
- Data visualization and dashboards
- Artificial intelligence (AI)
- Security issues

Core Readings:

Golensky, M. & Hager, M. (2020). *Strategic leadership and management in nonprofit organizations*. (Chapter 12, **Technology and Communication**, pages 246-249). Oxford University Press.

McNutt. (2018). *Technology in nonprofit organizations and voluntary action*. Pages 15-21, E. **The Technology Arsenal of Nonprofits**. <https://bookcentral-proquest-com.proxy.libraries.rutgers.edu/lib/rutgers-ebooks/reader.action?docID=5449627>

CFO Selections Team. (February 2023). How nonprofits are using technology to grow in a new age. <https://www.cfoselections.com/perspective/how-nonprofits-are-using-technology-to-grow-in-a-new-age>

Project management tools (2023) <https://www.wrike.com/project-management-guide/faq/what->

[are-project-management-tools/](#)

National Association of Social Workers, CSWE, ASWB and CSWA. *Standards for Technology in Social Work Practice*. <https://www.socialworkers.org/Practice/NASW-Practice-Standards-Guidelines/Standards-for-Technology-in-Social-Work-Practice>

Scholl, L. (August 2023). How nonprofits can use A.I. well – and avoid pitfalls. *Chronicle of Philanthropy*, <https://www.philanthropy.com/article/how-nonprofits-can-use-a-i-well-and-avoid-pitfalls>

Module 10: Budget and Finances

- Financial policies for nonprofit organizations
- Budgeting basics
- Financial reports and audits
- Managing and overseeing finances and investments

Core Readings:

Thomas, M. (2021). Managing the finances of nonprofit organizations. **Chapter 18**, In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations* (pp. 197-221). NASW Press.

Lewis, J., Lewis, M., Packard, T. & Souflee, F. (2012). Managing finances to meet program goals, **Chapter 8**, pages 163-185. In *Management of Human Service Programs*. (Chapter 8), Cengage

National Council on Nonprofits (2023). Administration and Finance (See: Where should nonprofits keep operating cash? & Financial management)
<https://www.councilofnonprofits.org/running-nonprofit/administration-and-financial-management>

Supplemental Readings:

Sanchez Mayers, R. (2004). *Financial management for nonprofit human service organizations* (p. Chapters 1 and 4). Charles C Thomas.

Unit IV – Conduct of External Functions

Module 11: Legislative Relations, Managing Media Relations, and Advocacy

- Media presence and messaging

- Managing public relations
- Marketing and communications
- Legislative contacts and legislative processes
- Advocacy
- Federal law: nonprofit advocacy and lobbying

Core Readings:

Trevor, G. (2021). Successfully promoting nonprofits to the media and the public: A practical guide, **Chapter 2, pages 31-48**. In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations* (pp. 31-48). NASW Press.

McDonough, P. (2021). Bringing about social change by managing public policy advocacy and government relations, **Chapter 3, pages 49-68**. In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations* (pp. 49-68). NASW Press.

National Council on Nonprofits (2023). Everyday advocacy
<https://www.councilofnonprofits.org/running-nonprofit/marketing-and-communications>

Supplemental Readings:

Congress.gov | Library of Congress. (2019). Congress.Gov. <http://www.congress.gov>

Haynes, K. S., & Mickelson, J. S. (2006). *Affecting change: social workers in the political arena* (Chapter 6, 82-95). Boston Allyn & Bacon.

New Jersey Legislature. (n.d.). Njleg.State.Nj.Us. Retrieved July 23, 2020, from <https://njleg.state.nj.us>

Congress.Gov | Library of Congress (2019). *Congress*, www.congress.gov.

Module 12: Fundraising and resource generation

- Developing a fundraising strategy
- Revenue streams: public contracts, foundations, donors, fees, events, planned giving
- Digital fundraising
- Social entrepreneurship, social enterprise, and commercial ventures

Core Readings:

Edwards, R. (2021). Securing resources for nonprofits: Developing a successful fundraising program, **Chapter 4, pages 69-100**.

In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations*. NASW

Press.

Golensky, M. & Hager, M. (2020). Resource generation, **Chapter 10, pages 195-216**. *Strategic leadership and management in nonprofit organizations*. (Chapters 10). Oxford University Press.

National Council on Nonprofits (2023). Fundraising and resource development:
<https://www.councilofnonprofits.org/running-nonprofit/fundraising-and-resource-development>

Supplemental Readings:

Ely, T., Katz, J., & Calabrese, T. (2023). Endowment building and use by nonprofits: An integration of theory and practice. *Nonprofit Management and Leadership*, 34(2), 317-343.

Gopakumar, K., & Gupta, V. (2024). Combining profit and purpose: Paradoxical leadership skills and social-business tensions during the formation and sustenance of a social enterprise. *Nonprofit Management and Leadership*, 34(3), 489-522.

Lu, J. (2016). The philanthropic consequence of government grants to nonprofit organizations. *Nonprofit Management and Leadership*, 26(4), 381–400.

Germak, A., & Singh, K. (2019). Social entrepreneurship: Changing the way social workers do business, *Administration in Social Work*, 34(1), 79-95.

Unit V – Crosscutting Human Service Management Issues

Module 13: Program evaluation & performance measurement; Contract Management: Issues in Cost Reimbursement Contracts vs. Performance Based Contracts

- Program evaluation: evidence informed management and programing
- Performance measurement
- Performance based contracts
- Cost reimbursement contracts

Core Readings:

Despard, M. (2021). Program evaluation in nonprofits: Necessary evil or tool for organizational learning? **Chapter 9, pages 222-248**.

In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations*. NASW Press.

Azemati, H. (2018). *How social services and performance contracting fit together*. Retrieved from <http://www.governing.com/blogs/bfc/col-performance-based-contracting-social-services-outcomes.html>

Nonprofit resiliency committee (2019). Guide to performance-based contracts for human services.
https://www.nyc.gov/assets/nonprofits/downloads/pdf/Guide%20to%20Performance_Based%20Contracting%20PDF.pdf

Supplemental Readings:

Mathys, E., Raeymaeckers, P., Suykens, B., & Van Steenlandt, A. (2024). Standardization or discretionary space? A mixed-methods study on government-imposed performance measurement instruments in social services. *Social Service Review*, 98 (1), 4-33.

Fink, A., & Roholt, R.W. (2022). Emerging tension in the data wars: Staff and youth perspectives in youth serving organizations. *Social Service Review*, (96), 4, 617-654.

Lynch-Cerullo, K., & Cooney, K. (2011). Moving from outputs to outcomes: A review of the evolution of performance measurement in the human service nonprofit sector. *Administration in Social Work*, 35(4), 364–388.

Module 14: Conflict Management, Litigation, and Minimizing Liability

- Legal environment of the nonprofit
- Areas of risk and liability
- Conflict management

Core Readings:

Kurzman, P. (2021). Managing liability, exposure, and risk in nonprofit settings. Chapter 10, pages 249-266.

In R. Edwards & P. Kurzman, (Eds.), *Leading and managing nonprofit organizations*. NASW Press.

Moore, T. (2019). Basic legal and regulatory issues for nonprofits, Chapter 7, pages 133-149. In Gambescia, S., Bastani, S., & Melgey, B. (eds.). *The health care nonprofit: Keys to effective management*. Health Administration Press.

Fisher, R., & Ury, W. (2011) (3rd edition). **Chapters 2 and 3** (Separate the people from the problem; Focus on interests, not positions), **pages 19-57**. In *Getting to YES*. Penguin Books.

Unit VI – Summary

Module 15: Managing Organizational Change; Planning and Strategy

- Summary: Key elements of nonprofit management and leadership
- Leading change
- Planning (Spring semester): Program development, program planning, and strategic planning

Core Readings:

Lewis, J., Lewis, M., Packard, T. & Souflee, F. (2012). Achieving and maintaining organizational excellence, **Chapter 12, pages 263-284.** *Management of Human Service Programs*. Cengage.

Supplemental Reading

Rheinhardt, A., Briscoe, E., & Joshi, A. (2023). Organization as platform activism. *Administrative Science Quarterly*, 68(2), 395-428.