I. COURSE PURPOSE

In both the public and private sectors human services managers need knowledge and skills in the theory and practice of administration. It is particularly important that social workers be prepared to lead social service agencies in times of fiscal constraint, changing political and environmental expectations, and workforce challenges. This course will explore relevant theory, knowledge, and skills through a mix of presentation, discussion, and case examples.

II. EDUCATIONAL OBJECTIVES

1. To incorporate historic and current theories of management into administrative practice.

2. To identify management tasks within varied organizational environments.

3. To develop an understanding of administrative practices and principles including:
   - Organizational design
   - Program planning
   - Personnel management
   - Performance based management
   - Evidence based practice
   - Media relations
   - Interactions with Boards of directors or state commissioners
   - Ethical and value based management
4. To comprehend change management processes.

5. To recognize the role of management in producing and implementing evidence based practices within an agency.

6. To understand the values and ethics involved in managing human service organizations.

7. To be familiar with managerial challenges within a political environment.

8. To be able to apply management concepts and skills to a variety of situations.

III. COURSE REQUIREMENTS

A. Required Texts


B. Recommended Texts

Additional Readings as listed.

C. Other Recommended Resources and Media

National Catholic School of Social Service: http://ncsss.cua.edu/
National Child Welfare Resource Center for Organizational Improvement: http://muskie.usm.maine.edu/helpkids/
The Urban Institute: http://www.urban.org/
The Finance Project: http://wwwфинанспроект.org/
National Association of Corporate Directors: http://www.nacdonline.org/

D. Course Assignments

1: Assessment of an administrative case example. Due Class 8

2: Mock presentation before a ‘non-profit board of directors’ or a ‘legislative committee’ or ‘press conference’. Due Class 12
3: Paper on pre-approved topic: 15 pages with APA style. Will be discussed in class. **Due Class 14**

**E. Grading Policy**

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<tr>
<th>Assignment</th>
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<td>Assignment 1:</td>
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<td>Assignment 2:</td>
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<td>Assignment 3:</td>
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<td>Participation/Preparedness</td>
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B. **Academic Honesty**

Joining the community of scholars at CUA entails accepting the standards, living by those standards, and upholding them. Please refer to University Policy and appropriate Program Handbooks.

C. **Accommodations**

Students with physical, learning, psychological or other disabilities wishing to request accommodations must identify with the Disability Support Services (DSS) and submit documentation of a disability. If you have documented such a disability to DSS that requires accommodations or an academic adjustment, please arrange a meeting with the instructor as soon as possible to discuss these accommodations.

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**Class Schedule**

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<thead>
<tr>
<th>Class</th>
<th>Topics and Readings</th>
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<tr>
<td>1</td>
<td><strong>Theoretical Perspectives—Historical</strong></td>
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<td>Bureaucratic Theory</td>
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<td>Human Relations Theory</td>
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<td>Systems Theory</td>
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<td><strong>Required Reading</strong></td>
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<td>2</td>
<td><strong>Theoretical Perspectives—Current</strong></td>
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<td>Systems Theory revisited</td>
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<td>Theory Z</td>
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<td>Learning Organization</td>
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<td>Total Quality Management</td>
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<td>6 Sigma-translations from a business perspective</td>
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Required Readings


OR


3 Managerial Processes: Organizational Structure and Planning

Organizational design alternatives
Creating strategic plans
Creating teams and teamwork

Required Reading


4 & 5 Managerial Processes: Budgeting and Data Usage

Budgeting and financial management
Fundraising and grant writing formats and strategies
Maximizing federal, state revenue sources
Performance based contracting
Using management information systems

Required Reading


6 & 7 Managerial Processes: Organizational Change and Personnel Management

Instituting supervision and personnel management structures
Managing organizational change

Required Reading


8 Managerial Processes: Performance based Management

Problem solving
Evaluating services and outcomes
Implementing action plans
Accreditation as a performance based tool

Required Reading

Council on Accreditation--read ‘CQI Assessment Tool’ on website: http://www.coa-cqi.org/
Joint Commission on Accreditation of Healthcare Organizations--read ‘How to Become Accredited’ and ‘Performance Measurement’ sections on website: http://www.jcaho.org/

9 & 10 Organizational Environments

Managing in non-profit and public agency sectors
Establishing outcome based performance management
Predicting, adapting to environmental trends
Required Reading


11 Managerial Challenges: Political Environments

Recognizing politics in management
Inter agency collaboration
Working with boards of directors/county or state commissioners/governors

Required Reading


12 Class Presentations

13 Managerial Challenges: Public Perceptions

Managing the media
Required Reading


Managerial Challenges: Using What Works

Implementing evidence based practices
Considering ethics and values in management choices

Required Reading


References


