

**EWHA WOMANS UNIVERSITY**  
**Department of Social Welfare**

**34960 Management of Human Service Organizations**  
**Spring 2015**

Professor: Sangmi Cho, Ph.D.  
Class: M 2:00-3:15/W 12:30-1:45  
Office: Posco Hall 317

Classroom: Posco Hall 451  
Phone:  
Email: \_\_\_\_\_

**COURSE DESCRIPTION**

This course focuses on social work management practices and leaderships required in the development and management of human service organizations. The basic theoretical premise is the ecological perspective that recognizes the interplay between person and environment. It builds on the macro social work practice foundation that focuses on group, organizational, and community theories and strategies for change. Course content includes theories of leadership and organization, strategic management, human resource management, financial management, managing volunteers, media relationships and marketing, and conflict resolution and decision making.

**COURSE RATIONALE**

It prepares students for assuming leadership roles in human service organizations. Social work managers, supervisors, and practitioners need a working knowledge of contemporary management practices and leadership skills. It is critical that leaders in the human services develop an effective style of leadership and acquire the competence and skills necessary to assist in the management of human services and social change organizations.

**COURSE OBJECTIVES**

Upon completion of the course, students will demonstrate the followings through examinations, presentations, class discussions and exercises, written assignments, and collaborations and other activities as deemed necessary:

1. Knowledge and application of contemporary theories of leadership and management.
2. The development of an awareness of one's own primary style of leadership including strengths and counterproductive tendencies.
3. Knowledge and application of sound management practices within the organizational functions of personnel, resource allocation, communications and conflict resolution, and decision-making.
4. Application of principles of strategic planning by assessing the organizational and community environment.
5. The development of an awareness of the interplay between organizational dynamics and community and environmental factors.
6. Assessment skills of internal and external factors and their impact on organizational and management practice.
7. Knowledge and application of team building, collaboration, cooperation, and coordination within organization.

## EVALUATION AND GRADING SCALE:

### Evaluation

Assignments are due on the dates specified.

Class Participation	10%
Mid-term exam	25%
Final exam	25%
Final Paper	
Presentation(English)	<u>40%</u>
Total	100%

## COURSE REQUIREMENTS:

### In Class Activities: (10%)

All students are expected to participate in small group activities and discussion designed to develop or reinforce social work knowledge, assessment skills, and values.

### Final Paper & Presentation (40%):

All students are expected to select management related subjects that are interest of you. Students will discuss the topic of paper until week 4. **During week 5**, each group will meet instructor to discuss and confirm their final paper plan. Once students decide the topic of final paper, students will meet instructor periodically throughout the semester to develop final paper. Each student or group will meet the instructor in my office with draft of final paper. Presentation will occur during week 14 to get comments from instructor and cohorts. Students should submit revised final paper during week 15.

## COURSE POLICY

1. Attendance: Class attendance is the most critical component of class participation thus students are expected to attend all classes. Students with more than three unexcused absences may risk failure. This policy exists because the social work program is one of professional preparation. In addition to acquiring theoretical knowledge, students are expected to acquire professional values, to integrate knowledge from a range of courses, to develop professional skills and be socialized into the profession. If students are tardy at school THREE TIMES, it is considered as absence. Any such absences or tardiness should be discussed directly with the course instructor.
2. Class Participation: Students will be expected to pro-actively engage in classroom discussions. Critical thinking and inquiry are perhaps the two most important points in our course, both of which require active interaction of thoughts and ideas. Also, feel free to ask questions to check your knowledge.
3. Missed Class & Assignments: Students only receive credit for an assignment in the case of an excused absence. Students are expected to hand-in any assignments via cyber

campus before the beginning of the missed class. Students will also be responsible for all material covered in class and any future assignments in case of absences and tardiness.

**\*Please Note: Any assignment that is handed in late without prior permission of the instructor will automatically receive a lower grade.**

4. Academic Integrity: Students have the responsibility to know and observe the requirements of academic integrity. It is not permissible to cheat, to fabricate or falsify information, to submit the same academic work in more than one course, to plagiarize or to abuse academic materials. Grades in this course include a judgment that the student's work is free from academic dishonesty of any type. Thus grades will be adversely affected by academic dishonesty. Serious violations will lead to failure of the course. If you are unsure about what constitutes plagiarism or some other violation of academic integrity, please see me.
5. Food: Feel free to bring food and drink.
6. Sleeping: Stay awake. Failure to do so will negatively impact your class participation grade.
7. Mobile phones: Prior to class turn them off or put them in silent mode.

### **TEXTS:**

Edwards, R.L., & Yankey, J.A. (2006). *Effectively Managing Nonprofit Organizations*. Washington, D.C.: NASW Press.

Hasenfeld, Y. (1992). *Human Services as Complex Organizations*. Newbury Park: Sage Publications.

Patti, R. (2009). *The Handbook of Social Welfare Management* (2<sup>nd</sup> ed.). Thousand Oaks: Sage Publications

황성철, 정무성, 강철희, 최재성. (2014). 사회복지행정론, 학현사

### **COURSE OUTLINE AND READING ASSIGNMENTS:**

**Week 1**      Course Overview, Introduction, Assignments and Expectations  
**3/2, 4**      What is Social Work Management?  
                 Issues of Social Work Management

**Readings:** Patti, R. (2009): Chapter 1  
Class Exercise : The Social Worker as Managers  
                         Understand Yourself as a Manager  
Understanding the Context of Human Services Management

**Week2**  
**3/9, 11**

Social Work Administration and Organizational Theory

**Readings:** Patti, R. (2009): Chapter 3

- Class Exercise: An Agency Problem

Hasenfeld, Y. (1992). The nature of human service organizations. In Y. Hasenfeld (Eds.) *Human Services as Complex Organizations*, (pp. 3-23). Newbury Park: Sage Publications.

Hasenfeld, Y. (1992). Theoretical approaches to human service organizations. In Y. Hasenfeld (Eds.) *Human Services as Complex Organizations*, (pp. 24-44). Newbury Park: Sage Publications.

**Week 3**  
**3/16, 18**

Leadership/Management Theories and Concepts

**Readings:** Patti, R. (2009): Chapter 7

**Week 4**  
**3/23,25**

Leadership Style  
Required Competencies and Skills

- Class Exercise: Skills-Assessment Exercise

**Readings:** Edwards & Yankey (2006): Chapter 1

**Week 5**  
**3/30, 4/1**

**FINAL PAPER PLAN**  
**Meet in my office –Posco 317**

**Week 6**  
**4/6, 8**

Managing Planned Change  
Strategic Management

**Readings:** Edwards & Yankey (2006): Chapter 17  
Patti, R. (2009): Chapter 15

- Class Exercise

**Week 7**  
**4/13, 15**

Financial Management & Resource Development  
**Mid-term exam**

**Readings:** Edwards & Yankey (2006): Chapter 12  
Patti, R. (2009): Chapter 19

**Week 8**  
**4/20,22** MID-TERM EXAM PERIOD  
NO CLASS

**Week 9**  
**4/27, 29** **Guest Speaker: Dr. Ram Cnnan**

Agency-Environment Relations  
Organizational Development and Innovation

**Readings:** Edwards & Yankey (2006): Chapters: 2 & 6  
Patti, R. (2009): Chapter 20

**Week 10**  
**5/4,6** Human Resource Management  
Recruiting and Retaining Effective Employees  
Promoting Employee Performance

**Readings:** Edwards & Yankey (2006): Chapter 7  
Patti, R. (2009): Chapter 12

**Week11**  
**5/11, 13** Managing Diversity

**Readings:** Edwards & Yankey (2006): Chapter 8  
Patti, R. (2009): Chapter 11 & 14

Cho, S. M. & Mor Barak, M. E. (2008) Understanding of Diversity and Inclusion in a Perceived Homogeneous Culture: A Study of Organizational Commitment and Job Performance among Korean Employees. *Administration in Social Work*, Volume 32(4),100-126.

**Week12**  
**5/18, 20** Managing for Service, Program and Organizational Effectiveness  
● Class Exercise

**Readings:**

Patti, R. (1988). Managing for service effectiveness in social welfare: Toward a performance model. In R. Patti, J. Poertner, & C. Rapp (Eds.) *Managing for Service Effectiveness in Social Welfare Organizations*, (pp. 7-21). New York: The Haworth Press.

Cho, S. M (2007). Assessing organizational effectiveness in human service organizations: An empirical review of conceptualization and determinants *Journal of Social Service Research*, 33(3)

**Week 13**      **Guest Speaker: TBA**  
**5/27**

**Week 14**      **FINAL PAPER PRESENTATION**  
**6/1,3**

**Week 15**      **Final exam**  
**6/8, 10**      **COURSE REVIEW**  
                 **FINAL SEMESTER EVALUATION**

**FINAL PAPER DUE**