

**WURZWEILER SCHOOL OF SOCIAL WORK
YESHIVA UNIVERSITY**

**SWK 8681 - ADMINISTRATIVE PRACTICE I (Sec. LL - 20015)
Fall 2010 – Thursdays 6:30 PM - 8:30 PM
Belfer Hall 825**

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I. COURSE OVERVIEW

How an organization is managed strongly influences the type, quality, and effectiveness of the services it delivers. This course is designed for the advanced practitioner who occupies or intends to occupy high level management positions. The intent is to provide doctoral-level practitioners with knowledge about and skills in effective leadership and management practices for the not-for-profit sector.

It is assumed that students have a working knowledge of organizational theory and the classic theoretical work from the two-semester Theoretical Foundations course. Building on that base, this course is oriented to the practical aspects of management within human service organizations. How social workers practice, what they do, the resources they have available, the technologies they use, the barriers they face in providing quality services, are all influenced by the organizational setting. Social work managers also have the opportunity to influence the culture and operating modes of these organizations, including developing culturally competent workplace environments. Managers of human service organizations (public, nonprofit, and proprietary) influence the quality, effectiveness and efficiency of the services available and provided to clients. These services are needed to help vulnerable individuals, families, groups, communities and organizations overcome inequality, unfairness or oppression that occurs because of race, ethnicity, gender, sexual preference, economic or social status, physical, mental or emotional capacity, religion, or other characteristics.

The course explores current trends in the economy, philanthropy and the nonprofit sector itself as the context in which social work administration is enacted today. In addition, sound professional social work practice will be examined in light of these powerful and overarching factors, highlighting practical and ethical conflicts that may emerge in management practice. The course will be eclectic in nature, drawing from multiple cases, sources and literatures in search of best practices and ideas in management.

II. EDUCATIONAL OBJECTIVES

Knowledge Objectives

1. Knowledge about the environmental context of nonprofit administration and the issues facing human service organizations.
2. To become familiar with a range of strategies and basic management functions to achieve organizational mission, goals and outcomes.
3. To acquire knowledge about how professional and volunteer leadership impact upon organizational climate, operations, and outcomes.
4. To understand the ethical issues involved in human services management.

Skill Objectives

1. To gain skill in analyzing organizational environments, structure, processes, service delivery

- mechanisms, goals, and objectives.
2. To develop how-to skill in concrete areas of practice: strategic planning, marketing, branding, financial resource development, evaluation, people management, governance, technology and others.
 3. To gain skill in exercising leadership to promote excellence, innovation, urgency and meaning.

III. COURSE REQUIREMENTS

A. Texts and Readings:

Required Texts:

Drucker, P.F., et al. (2008). *The five most important questions you will ever ask about your organization*. Jossey-Bass. ISBN 978-0-470-22756-5 \$14.95

It is strongly recommended that students purchase one of the following texts and read independently the relevant sections for each class.

Gibelman, M., & Furman, R. (2008). *Navigating human service organizations: Essential information for thriving and surviving in agencies. Second edition*. Chicago, IL: Lyceum. ISBN 978-1-933478-17-3 \$38.95

Kettner, P.M. (2002). *Achieving excellence in the management of human service organizations*. Boston: Allyn & Bacon. ISBN 978-0-205-31878-0 \$95.80

Recommended Texts:

Baum, J.A.C. (2005). *Companion to organizations*. Malden MA: Blackwell Publishing.

Gibelman, M. (2005). *What social workers do. Second Edition*. Washington, DC: NASW Press.

Hasenfeld, Y. (1992). *Human services as complex organizations*. Newbury Park, CA: Sage.

Mizrahi, T., & Davis, L. E. (2008). *Encyclopedia of social work*. 20th Edition. New York: Oxford University Press.

Patti, R. J. (Ed.). (2000). *The handbook of social welfare management*. Thousand Oaks, CA: Sage.

All required and supplementary readings will be available on the course Angel web page or can be accessed online using Proquest; they will not be on reserve. The course will make extensive use of the Harvard Business Review, Strategy+Business, McKinsey Quarterly and Stanford Social Innovation Review. Students are also encouraged to make use of the Leader to Leader Institute website for various resources and readings at <http://www.pfdf.org>.

Plagiarism

Students should remember that the program will not condone plagiarism in any form and will sanction acts of plagiarism. A student who presents someone else's work as his or her own work is stealing from the authors or persons who did the original thinking and writing. Plagiarism occurs when a student directly copies another's work without citation; when a student paraphrases major aspects of another's work without citation; and when a student combines the work of different authors into a new statement without reference to those authors. It is also plagiarism to use the ideas and/or work of another student

and present them as your own. It is not plagiarism to formulate your own presentation of an idea or concept as a reaction to someone else's work; however, the work to which you are reacting should be discussed and appropriately cited. Any student who can be shown to have plagiarized any part of any assignment in this course will automatically FAIL the course and will be referred to the Director of the Doctoral Program for disciplinary action which may include dismissal from the program.

HIPPA Alert

In line with HIPPA regulations concerning protected health information, it is important that you understand that any case information you present from your work will need to be “de-identified.” What this means is that any information that would allow another to identify the person needs to be changed or eliminated. This includes obvious things like names and birth dates but may also contain other information that is so unique to the person that it will allow for identification, including diagnosis, race/ethnicity, or gender. If diagnosis, race/ethnicity, or gender is directly related to the case presentation it can be included if it will not allow for identification.

B. Assignments

Assignments are designed to enable students to examine real life issues in management practice. Assignments are intended to be case and problem based explorations enabling the analysis of agencies and practice via the literature. ***It is expected that references to assigned readings will be reflected in all written assignments and that additional references will be used. APA style is required for all assignments.***

Assignment # 1

This first assignment is a short paper presenting and analyzing a case problem from the student’s actual practice. The purpose is to stimulate preliminary discussions about everyday administrative issues, such as how to work with boards; what kinds of management styles exist; what are good manager characteristics; and what is the role of social work in managing human service organizations. The course recommended readings are to be consulted for this assignment. The paper will be due on Class 5. Length 5 pages approx.

Assignment # 2

Peter Drucker was one of the most prolific and prescient thinkers on management, for profit and not for profit. For this assignment, you are asked to read Drucker’s book, *The five most important questions you will ever ask about your organization*, and analyze an organization along the lines reviewed in the book.

Peter Drucker’s five questions are:

- What is our Mission?
- Who is our Customer?
- What does the Customer Value?
- What are our Results?
- What is our Plan?

Include in the discussion a brief organizational overview:

- Type of agency (e.g., not-for-profit, public, proprietary; tax status)
- Brief history of the agency/organization
- Is it accredited and by whom
- Programs offered and types of clients and client problems served
- Primary sources of agency funding
- Size of staff; types of positions, professions represented

- Composition of the board of directors
- Major problems or issues facing the agency at this time

Due Class 12. Length: minimum 15-20 pages, double-spaced

C. Class Participation:

This course will be taught in seminar style and is based on the premise that adult learners are active participants in their educational process. Students will play active roles in leading class discussions and are expected to read assigned literature in advance!

D. Grading Policy:

Grades will be based on the University grading system. Students will be evaluated on the basis of:

Assignment #1	20%
Assignment #2	50%
Class Participation	30%

E. Course and Instructor Evaluation:

Students will be given the opportunity to evaluate the course. At the end of the semester, students will be given a course/instructor evaluation questionnaire. Evaluation, however, is an ongoing process and students are encouraged to provide feedback throughout the semester.

COURSE SCHEDULE

Class meets for 14 sessions regularly on Thursdays 6:30 PM - 8:30 PM in **Belfer Hall 825**, with certain makeup sessions due to holidays. The schedule is as follows: Thursday 9/16; Monday 9/27 in **BH 813**; Thursdays 10/7; 10/14; 10/21; 10/28; 11/4; 11/11; 11/18; Monday 11/29 in **BH 813**; Thursdays 12/2; 112/9; 12/16; 12/23.

Class 1 - INTRODUCTION AND OVERVIEW

Course Overview

Distinguishing features of organizations: nonprofits as organizations, as businesses

The changing world of nonprofits

Required Readings

Ryan, W.P. (1999). The new landscape for nonprofits. *Harvard Business Review* 77 (January -February): 127-136. Available on the course Angel web page.

Silverman, L. and Taliento, L. (2006). What business execs don't know – but should – about nonprofits. *Stanford Social Innovation Review* 4, 2 (Summer): 36-43. Available on the course Angel web page.

Class 2 & 3 – ORGANIZATIONAL MISSION, GOALS AND OBJECTIVES

Strategy and mission

The business and vision of philanthropy and nonprofits

Bring in a copy of your organization's mission statement.

Required Reading

Class 2

Bradach, J.L, Tierney, T.J., and Stone, N. (2008). Delivering on the promise of non-profits. *Harvard*

Business Review 86 (December): 88-97. Available on the course Angel web page.

Ditkoff, S.W. and Colby, S.J. (2009). Galvanizing philanthropy. *Harvard Business Review* 87, 11 (November): 108-115. Available on the course Angel web page.

Mulgan, G. (2010). Measuring social value. *Stanford Social Innovation Review* 8, 3 (Summer): 38-43. Available on the course Angel web page.

Class 3

Brest, P. (2010). The power of theories of change. *Stanford Social Innovation Review* 8, 2 (Spring): 46-51. Available on the course Angel web page.

Collins, J.C. and Porras, J.I. (1996). Building your company's vision. *Harvard Business Review* 74 (September-October): 65-77. Available on the course Angel web page.

Rangan, V.K. (2004). Lofty missions, down-to-earth plans. *Harvard Business Review* 82, 3 (March): 112-119. Available on the course Angel web page.

Class 4 – PEOPLE MANAGEMENT

Bring in a copy of the organizational chart of your organization.

Orchestrating the team – rewards, motivation, layoffs

Required Readings

Fryer, B. (2009). The layoff. *Harvard Business Review* 87, 3 (March): 33-40. Available on the course Angel web page.

Hertzberg, F. (2003). One more time: How do you motivate employees? *Harvard Business Review* 81,1 (January, Special issue): 87-96. Available on the course Angel web page.

Pfeffer, J. (2005). Putting people first. *Stanford Social Innovation Review* 3, 1 (Spring): 27-33. Available on the course Angel web page.

Class 5 – GOVERNING HUMAN SERVICE AGENCIES

Volunteer and professional leadership

Decision making, authority and power

Required Readings

Jansen, P.J. and Kilpatrick, A.R. (2004). The dynamic nonprofit board. *The McKinsey Quarterly* 2. Retrieved from http://www.mckinseyquarterly.com/article_print.aspx?L2=33&L3=0&ar=1407. Available on the course Angel web page.

Nadler, D. (2004). Building better boards. *Harvard Business Review* 82, 5 (May): 76-85. Available on the course Angel web page.

Taylor, B.E., Chait, Richard P., and Holland, T.P. (1996). The new work of the nonprofit board. *Harvard Business Review* 74 (September-October): 36-46. Available on the course Angel web page.

Class 6 –LEADERSHIP AND MANAGEMENT

Are we leaders or managers? Is there a difference? This thing called charisma

Required Readings

Heifetz, R.A. and Linsky, M. (2002). A survival guide for leaders. *Harvard Business Review*, 80, 6 (June): 65-74. Available on the course Angel web page.

Hesselbein, F. (1996). Managing in a world that is round. *Leader to Leader Journal* 2 (Fall). Retrieved from <http://www.leadertoleader.org/knowledgecenter/journal.aspx?articleID=136>. Available on the course Angel web page.

Solomon, R.C. (1996). *Ethical leadership, emotions, and trust: Beyond "charisma."* College Park, MD: Academy of Leadership Press. Available on the course Angel web page.

Class 7 & 8 – RESOURCE DEVELOPMENT & RESOURCE MANAGEMENT

Diversification of funding sources

Financial management and budget

Fundraising: sources, mission, structure, market, clientele

Bring in either a financial statement from the organization you work in or the budget for the current year. Be prepared to discuss the financial condition of the organization.

Required Readings

Class 7

Bernholz, Lucy. *The long tail of philanthropy*. Retrieved from <http://www.blueprintrd.com/text/longtailshort.pdf>. Available on the course Angel web page.

Bradley, B., Jansen, P., and Silverman, L. (2003). Nonprofit Sector's \$100 Billion Opportunity. *Harvard Business Review* 81 (May): 94-103. Available on the course Angel web page.

Raymond, S. (2010). *Hope is not a strategy: A systems approach to resource differentiation*. PowerPoint presentation, Fund Raising Day in New York, Association of Fund Raising Professionals, June 11, 2010. Available on the course Angel web page.

Raymond, S. and Watson, T. (2007.) *The end of definitions: A briefing on innovation in revenue and grantmaking among nonprofits and philanthropies*. New York: Changing our World and onPhilanthropy.com. Available on the course Angel web page.

Class 8

Coyne, K.P., Coyne, S.T., and Coyne, Sr., E.J. (2010). When you've got to cut costs-now. *Harvard Business Review*, 88, 5 (May): 75-82. Available on the course Angel web page.

Hauser, J. (2003 Special Edition). Organizational lessons for nonprofits. *The McKinsey Quarterly*. Retrieved from http://www.mckinseyquarterly.com/article_page.aspx?ar=1314&L2=33&L=0. Available on the course Angel web page.

Landes, W.L., Kim, P., and Christiansen, B. (2009). Ten nonprofit models. *Stanford Social Innovation Review* 7, 2 (Spring); 32-39. Available on the course Angel web page.

Lowell, S., Silverman, L., and Taliento, L. (2001). Not-for-profit management: The gift that keeps on giving. *The McKinsey Quarterly* 1. Retrieved from http://www.mckinseyquarterly.com/article_print.aspx?L2=33&L3=95&ar=986. Available on the course Angel web page.

Class 9 & 10 – MARKETING, BRANDING AND CUSTOMER SERVICE

The new world of marketing and brand building

A complaint is a gift. And just who is our customer anyway?

Required Readings

Class 9

Aaker, D.A. (2004). The relevance of brand relevance. *Strategy+business* 35 (Summer). Retrieved from <http://www.strategy-business.com/article/04207?pg=0>. Available on the course Angel web page.

Sargeant, A., and Ford, D.J. (2007). The power of brands. *Stanford Social Innovation Review* 5, 1 (Winter); 41-47. Available on the course Angel web page.

Class 10

Peppers, D., Rogers, M., and Dorf, B. (1999). Is your company ready for one-to-one marketing? *Harvard Business Review* 77 (January): 151-160. Available on the course Angel web page.

Pine II, B.J., Peppers, D., and Rogers, M. (1995). Do you want to keep your customers forever? *Harvard Business Review* 73 (March-April): 103-114. Available on the course Angel web page.

Class 11 - METRICS, OUTCOMES AND THE VALUE PROPOSITION

Showing impact, showing value, showing results

Measuring what we claim we do

Required Readings

Grant, H.M. and Crutchfield, L.R. (2007). Creating high-impact nonprofits. *Stanford Social Innovation Review* 4, 1 (Fall): 32-41. Available on the course Angel web page.

Pfeffer, J. and Sutton, R.I. (2006). Act on facts, not faith. *Stanford Social Innovation Review* 4, 1 (Spring): 38-45. Available on the course Angel web page.

Sawhill, J. and Williamson, D. (2001). Measuring what matters in nonprofits. *The McKinsey Quarterly* 2. Retrieved from http://www.mckinseyquarterly.com/article_print.aspx?L2=33&L3=95&ar=1053.

Optional:

Ebrahim, A. and Rangan, V.K. (2010). *The limits of nonprofit impact: A contingency framework for measuring social performance*. Harvard Business School Working Paper, No. 10-099, May 2010. Retrieved from <http://www.hbs.edu/research/pdf/10-099.pdf>. Available on the course Angel web page.

Class 12 – TECHNOLOGY, INNOVATION & THE ORGANIZATION

Invest now or forever hold your peace

Required Readings

Barsh, J. (2007). Innovative management: A conversation with Gary Hamel and Lowell Bryan. *The*

McKinsey Quarterly. (November). Available on the course Angel web page or http://www.mckinseyquarterly.com/Innovative_management_A_conversation_between_Gary_Hamel_and_Lowell_Bryan_2065

Hamel, G. (2006). The why, what, and how of management innovation. *Harvard Business Review*, 84 (February): 72-84. Available on the course Angel web page.

Hamel, G. (2009). Moon shots for management. *Harvard Business Review*, 87 (February): 91-98. Available on the course Angel web page.

See also <http://www.managementlab.org>

Class 13 – ACCOUNTABILITY, TRUST AND ETHICS

Required Readings

Ebrahim, Alnoor S. "[The Many Faces of Nonprofit Accountability](http://www.hbs.edu/research/pdf/10-069.pdf)." Harvard Business School Working Paper, No. 10-069, February 2010. Retrieved from <http://www.hbs.edu/research/pdf/10-069.pdf>. Available on the course Angel web page.

Rhode, D.L. and Packel, A.K. (2009). Ethics and nonprofits. *Stanford Social Innovation Review* 7, 3 (Summer); 28-35. Available on the course Angel web page.

Class 14 – SO YOU'RE A MANAGER. NOW WHAT OR HOW WILL YOU MEASURE YOUR LIFE?

Required Readings

Christensen, C.M. (2010). How will you measure your life. *Harvard Business Review*, 88, 7/8 (July/August): 46-51. Available on the course Angel web page.