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.

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 and administrators 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 occur because of race, ethnicity, gender, sexual preference, economic or social status, physical, mental or emotional capacity, religion, or other characteristics.

The main course themes revolve around strategy/execution, managing relationships and networks, navigating systems, resolving conflict, organizational change, ethics and leadership, within the context of current trends in the economy and the nonprofit sector itself - 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. Students are encouraged to utilize the literature to examine and develop responses to actual practice case problems, such as issues related to supervision, board relations, clients, community, funding sources, etc.

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 leadership impacts 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, structures, processes, service delivery mechanisms, goals, and objectives.
2. To develop how-to skill in concrete areas of practice: strategy, planning, supervision, people management, governance, conflict resolution, decision making, collaboration, networking and navigating bureaucratic systems and inter-organizational relationships.

**III. COURSE REQUIREMENTS**

A. **Texts and Readings:**

   **Required Texts**


   Students should obtain either of the following textbooks and consult it as an ongoing reference throughout the course:


   -OR-


   **Supplemental texts**


All required journal and supplementary readings will be accessible online electronically through the Library. They will be on reserve and password is SPRMO.

- Go to [http://www.yu.edu/libraries/](http://www.yu.edu/libraries/). Click on “E-Reserves.”
- If you are off campus, you will be prompted for your personal user ID and password for off-campus access.
- Search for & select your course by beginning to type course number, course name, or instructor name.
- Enter your course password when prompted (SPRMO).


Students are urged to become familiar and use major journals and sites, including:

- Academy of Management Executive
- Academy of Management Journal
- American Sociological Review
- Administrative Science Quarterly
- Academy of Management Review
- American Journal of Sociology
- American Psychologist
- Entrepreneurial Theory and Practice
- Insead Knowledge - [http://knowledge.insead.edu/home.cfm](http://knowledge.insead.edu/home.cfm)
- Interfaces
- Management Science
- Organizational Dynamics
B. Assignments
Written 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 assigned readings will be reflected in all written assignments.*

**Assignment #1 Due class 7 (submit hard copy)**
12-15 pages not including references

The first paper will discuss and apply the Drucker book to a real life organization for which you have close knowledge. Drucker poses five essential questions about managing not for profit organizations and the paper will analyze the selected organization on these issues. The paper will commence with a basic description, including its history, structure, leadership, funding, service mandate and catchment areas, purported purpose, goals, and objectives. The objective of the assignment is two-fold: to use the Drucker model to deeply analyze the organization; and to offer a critical assessment of the organization on the basis of these five Drucker questions. Reference should also be made in the paper to either the Furman/Gibelman or Edwards/Yankey book, or similar social work text. The length of the paper is 15 pages, double-spaced, including references, figures, tables and notes. *APA style 6th edition is required.*

**Assignment #2 Due class 13 (submit hard copy)**
12-15 pages not including references

There are two options in writing this paper: 1) a case study on conflict resolution; or 2) organizational change. The case study will apply the readings to a real life practice situation experienced by the student. The case study will include a description and analysis of the case as it happened, explaining the who, what, when, why, where and how it played out. The paper will include course readings, such as the “Getting to Yes” approach or the change model of John Kotter, and the student will analyze and offer alternative ways of resolving the case. Cases can include those involving human resources, supervision, board or community relations, coalition building, etc. Reference should also be made in the paper to either the Furman/Gibelman or Edwards/Yankey book, or similar social work text. The length of the paper is 15 pages, double-spaced, including references, figures, tables and notes. *APA style 6th edition is required.*
C. Class Participation:
This course will be taught in class on the premise that students are active learners and highly motivated participants in their educational process. Students are expected to read assigned literature and submit written work on time. Students are encouraged to be in touch directly with the professor via e-mail to review any questions. Punctual attendance in all classes and active informed participation in class discussions is expected.

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

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Papers</td>
<td>65%</td>
</tr>
<tr>
<td>Participation in meetings</td>
<td>35%</td>
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</tbody>
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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.

F. Students with Disabilities
Students with disabilities who are enrolled in this course and who will be requesting documented disability-related accommodations should make an appointment with the Office of Disability Services, (646) 592-4280, akelsen@yu.edu. Once you have been approved for accommodations, please submit your accommodation letter to ensure the successful implementation of those accommodations.

G. 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.

H. Health Insurance Portability and Accountability Act (HIPAA)
Consistent with the HIPAA Privacy Rule of 1996 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.” You must safeguard this information. 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. For further information regarding the law please visit hhs.gov/hipaa and for the final rule with the HIPAA
IV. COURSE TOPICS AND READINGS

In advance of each topic and its readings, key themes, study questions or supplemental materials will be emailed or posted by the professor on the course web page.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Timetable</th>
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<tbody>
<tr>
<td>1) Strategy and execution of organizations</td>
<td>3 weeks</td>
</tr>
<tr>
<td>2) Managing people and situations: dispute resolution and negotiation</td>
<td>3 weeks</td>
</tr>
<tr>
<td>3) Leadership and organizational change</td>
<td>3 weeks</td>
</tr>
<tr>
<td>4) Behavioral ethics, conflicts of interest and decision making</td>
<td>2 weeks</td>
</tr>
<tr>
<td>5) Human Relations Skills</td>
<td>1 week</td>
</tr>
<tr>
<td>6) Supervision in the Organizational Setting</td>
<td>2 weeks</td>
</tr>
</tbody>
</table>

TOPIC I
ORGANIZATIONAL STRATEGY AND EXECUTION
Mission, vision, objectives, goals, markets, outcomes

Required Reading

Select the relevant chapters in:


**-OR-**


Supplemental Readings


Shirky, C. (20080). *Here comes everybody: The power of organizing without organizations.* New York:
The Penguin Press.


See also [http://www.managementlab.org](http://www.managementlab.org)

**TOPIC II**

**MANAGING PEOPLE AND SITUATIONS: CONFLICT AND DISPUTE RESOLUTION AND NEGOTIATION**

Human resources, supervision, boards, community relations, crisis management.

**Required Reading**


Select the relevant chapters in:


-OR-


**Supplemental Reading**


TOPIC III
LEADERSHIP AND ORGANIZATIONAL CHANGE

Required Reading


Select the relevant chapters in:

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-OR-


**Supplemental Reading**


**TOPIC IV**
**MANAGING DECISION PROCESSES: JUDGMENT, DECISION MAKING AND ETHICS**

**Required Readings**


Select the relevant chapters in:


-OR-


**Supplemental Reading**


**TOPIC V**

**HUMAN RELATIONS SKILLS**

Human resources, recruitment and selection of qualified staff

**Required Readings:**

Select the relevant chapters in:


-OR-


**TOPIC VI**

**SUPERVISION in the ORGANIZATIONAL SETTING**

Role, function, challenges, evaluating performance, professional development

**Required Readings:**

Select the relevant chapters in:


-OR-

Supplemental Reading


