

## SW 393S1 & 360K - Introduction to Human Services Administration Spring 2002

Course Number:	SW 309R10/360K	Instructors:	Professor Michael Lauderdale
Unique No.:	58605/58805	Office Number:	SWB 3.130J
Semester:	Spring 2002	Office Phone:	(512) 471-9246
Meeting Time:	Wed 5:30 to 8:30 p.m.	Email:	<a href="mailto:mll@mail.utexas.edu">mll@mail.utexas.edu</a>
Place:	SWB-2.118		
Office Hours:	3:30-5:00 p m Wednesday	Office Number:	SWB 3.106
	<a href="http://Web://courses.utexas.edu">Web://courses.utexas.edu</a>		

### Course Descriptions and Objectives

**Course Description:** This is the first course for students selecting the Administration and Planning Specialization. It provides an introduction to major theories of organization and emphasizes foundation knowledge needed for effective practice in human service leadership and management. It includes coverage of management functions such as planning and goal setting, decision-making, leadership, personnel management, conflict resolution and negotiation, budgeting and fiscal management, effective participation on a management team, and providing leadership for a diverse workforce.

**Course Objectives:** By the end of the course students will be able to demonstrate:

1. Familiarity with contemporary theories of organization as they are applied to the design and operation of human service organizations.
2. An ability to derive alternative solutions to service delivery problems by applying different theoretical perspectives.
3. Familiarity with the capabilities and applications of microcomputer technology for information management and organizational problem solving.
4. Understanding of the different roles of the public, board members, the management team and direct service staff in the operation of human service organizations.
5. Awareness of value dilemmas and ethical issues in the design and management of human service organizations.
6. Understanding of the barriers to equitable participation of all persons; indeed any group of persons who because of ascriptive labels are denied access to basic social rights and privileges as clients and providers in human service organizations, and an ability to apply this knowledge to policy design and intervention strategies.

**Class Format:** The format will be lecture and discussion with individual assessment of knowledge and skills, group problem solving exercises and case study analyses. Regular class attendance and participation is mandatory. Participation includes class discussions and Website comments. If conflicts occur with class attendance, discuss them with the instructor prior to class absence.

**Course Prerequisites:** Admission to the graduate program in social work or by special permission of the instructor. Each student must activate their email account at the University and have familiarity with microcomputer applications in word processing, spreadsheets

and use of the Internet. Substantial material and assignments for class will involve using electronic resources.

**Course Textbooks:**

Kettner, Peter M. 2002. *Human Service Organizations, (2nd Edition)* Belmont, CA: Wadsworth. Required  
 Lauderdale, Michael L. 1999. *Change in Texas: the Survey of Organizational Excellence.* Austin, TX.: University of Texas at Austin. Recommended

Additional handouts will be provided as well as selected contemporary readings. Students are responsible for all readings as assigned. Specific note will be made of optional readings. Students will be asked on occasion to bring representative material from their work and other experiences to class.

**Basis for Grades:**

Midterm Examination: Closed book, 3 hours	100 points	February 27, 2002
Class Exercises and Participation	100 points	
Term Journal	50 points	
Final Examination: Closed book, 3 hours	<u>150 points</u>	May 11, 2002 (est.)
Total Possible Points	400 points	

Exam Schedule: <http://dpweb1.dp.utexas.edu/rgexam/rgexam.wb> and  
<http://www.utexas.edu/student/registrar/schedules/spring/fr-final.html>

**Attendance, Participation and Professional Conduct:** Attendance is required and participation is an important aspect of class work and evaluation. Each missed class (full or partial) will result in a deduction of grading points. The Term Journal is due at the end of the final class period. Classroom activities include handling complex analytical issues demonstrating knowledge and skills in communication, persuasion and effective leadership. **All readings and assignments must be completed by due dates and schedules for all aspects including examinations will not be altered.** The Instructor reserves the right to make any changes in assignments and schedule as dictated by the needs to achieve the objectives of this class.

**Class Assignments:** A variety of activities are provided to enable the student to develop skills in analyzing organizations and performing various organizational tasks. These include the following assignments. The Instructor will also provide additional assignments during the semester.

*Website Login* A website is maintained for the class. Students will begin the class by going to the site, logging in and downloading specific items necessary for the class.

*Website Discussion Group* Participate weekly in the Class Discussion Group

*Journal and Semester Case Study* Maintain your Journal through the development of the Semester Case Study.

*Using Powerpoint and Excel* Use these software applications to analyze data and present findings.

## Schedule of Meeting Dates, Assignments, Examinations and Topics<sup>1</sup>



### Part I: Organizational and Management Concepts

Session I	Wednesday, January 16, 2002	<p><b>Introduction to Human Services Administration</b></p> <p>The practice of social work as well as the efforts in the allied human service fields such as health services, psychology, etc. occurs routinely in the context of both formal and informal organizations. Indeed human behavior is largely the consequence of interaction over a lifetime in a variety of organizations. This session explores the organizational aspects of professional life, critiques the demands various social problems make on organizations, and introduces the student to the impact of technology and an information-oriented economy on the culture, in general, and social work, in particular. General course design, expectations and grading policy will be covered as well as an introduction to modern management issues in the human services.</p>
		<p>Readings: Kettner-Preface and Chapter 1 Lauderdale at Websites <a href="http://survey.utexas.edu">survey.utexas.edu</a> and <a href="http://courses.utexas.edu">courses.utexas.edu</a></p>
Session II	Wednesday, January 23, 2002	<p><b>Core Information Technology Concepts</b></p> <p>This session will cover the minimum knowledge and skills needed for this course in the use of computers, software and communications technology. It will include hands on work with some of the computer software available today.</p>
		<p>Readings: Lauderdale-Website-<i>Internet Concepts, Class Journal and other web-based resources</i> <a href="http://www.angelfire.com/journal/brownr/b/cscourse.htm">http://www.angelfire.com/journal/brownr/b/cscourse.htm</a></p>
Session III	Wednesday, January 30, 2002	<p><b>Core Concepts for Organizations</b></p> <p>This session will overview some key aspects of organizations particularly the types of organizations found in human services. Material will be covered upon change issues in organizations including the economy, governmental funding, roles of the private sector, and the use of technology.</p>
		<p>Readings: Kettner-Chapter 2; Social Capital: A Review and Critique, Schuller, Baron and Field</p>

<sup>1</sup>Assignments, dates and individual responsibilities as detailed in this syllabus are subject to change at the discretion of the instructor. Discretion will be governed by the instructor's judgment of class and individual progress in meeting course expectations. However criteria for grading will not be changed.

Session IV	Wednesday, February 6, 2002	<p><b>Understanding Basic Management Theories</b></p> <p>This session will explore some of the general organizational concepts necessary for social work practice, examine changing organizational contexts of social life as a consequence of industrial and post-industrial development and review basic theories for understanding work in organizations. Industrial society brought the need to develop scientific approaches to understand the behavior of individuals within organizations and the need as well for methods to improve performance of organizations. Lecture will cover Frederick W. Taylor's Scientific Management; the emergence of the Human Relations School, MacGregor's Theory X and Theory Y and concepts from group dynamics research. Contemporary concerns with alienation, burnout, quality, participation, change, innovation, excellence, job loss and empowerment will be viewed in a theoretical context and with an orientation to implications in social work practice.</p>
		Readings: Kettner- Chapter 4;
Session V	Wednesday, February 13, 2002	<p><b>Perspectives on Organizations</b></p> <p>How organizations come into being, change and impact the lives of members of organizations are topics of lively argument among theorists and practitioners. Such concerns are also vitally relevant to individuals and communities since formal organizations today play such large roles in protection, socialization, employment and general well being. This session will examine contemporary theorizing and the challenges posed to persons seeking to direct the efforts of organizations. Class will begin with an overview of the history of organizations and the interrelationships between organizational characteristics and the tasks of organizations. This class will focus upon the major conceptual directions that are emerging in understanding and changing organizations. Concepts focused upon the setting such as the work site, tools used at work, etc. as well as an introduction to efforts of currency directed to customer satisfaction, re-engineering and the quality movement.</p>
		Readings: Kettner- Chapter 5
Session VI	Wednesday, February 20, 2002	<p><b>Boundary Relations</b></p> <p>Organizations exist in an environment and complex interactions occur between the ecology and the organizational. This class examines how boundaries are maintained between organizations and the environment. Material will include how the environment defines social services, the changing roles of federal, state and local governments and ways in which organizations will be called upon to respond to these changing roles.</p> <p>Public and private organizations are faced with multiple challenges. Some of the challenges come from an environ-</p>

		ment made far more complex by population growth and technological change. Other challenges come from the growing complexity of the backgrounds and characteristics of the persons that work within formal organizations. Some of the issues with change and challenge are presented.
		Readings: Kettner-Chapter 6
Ses- sion VII	Wednesday, February 27, 2002	<b>Mid Term Examination</b> Format of the examination will be multiple choice and short answers
Ses- sion VIII	Wednesday, March 6, 2002	<b>Fundamental Management Processes in Texas State Agencies</b>  Management of today's organizations is done in a historical and legal context. This context provides certain requirements with regard to how finances are handled, how employees are recruited, hired and supervised, how the physical setting must be arranged and how the organization must relate to clients, the general public and regulatory entities. This chapter is an introduction to this context.  Readings: Kettner- 7 Readings:
		<b>Spring break March 11-15</b>
Ses- sion IX	Wednesday, March 20, 2002	<b>Managing Programs, Finances and Performance</b> Essential to the operation of organizations are directing efforts of the organizations to goals and ensuring the effective use of resources available to the organization. Lecture and materials address how programs are conceptualized so that efforts can be measured and related to short and long term goals.
		Readings: Kettner-Chapter 8
Ses- sion X	Wednesday, March 27, 2002	<b>Managing Finances</b> Organizations obtain and systematically apply financial resources to accomplish program efforts and achieve organizational goals. Accounting standards, funding rules, public interests, and legal requirements create a variety of demands that must be addressed in how these tasks are organized and conducted. The lecture focuses upon specific skills in handling these critical tasks.
		Readings: Kettner- Chapter 9
Ses- sion XI	Wednesday, April 3, 2002	<b>Confronting the Demands for Change-Managing People and Organizational Change</b>  Prospects and procedures for change are perhaps the most critical issues facing formal organizations today from national governments, to multinational companies to small neighborhood organizations. Techniques and potential lim-

		its are examined.
		Readings: Kettner-Chapter 10-13
Ses- sion XII	Wednesday, April 10, 2002	<p><b>Constructing the New Paradigm</b></p> <p>Changes in the economy, the political system and social needs require the development of new approaches to meeting human needs. At times the need is for incremental improvement and other times as is now apparent the need is for bold efforts to construct new systems. The waning of the Federal role, the call for greater individual sufficiency and the movement of efforts to more localized efforts are illustrations of a new paradigm of social organizations. Lecture and material examines alternatives in developing new efforts.</p>
		Readings: Kettner-14
Ses- sion XIII	Wednesday, April 17, 2002	<p><b>Virtual Organizations and the Creation of Learning Organizations</b></p> <p>The availability of technology and the challenges of travel have begun to suggest new concepts of organizations. Organizations can exist across space and time through relationships rather than holding physical sites. Illustrations of early efforts to create virtual organizations through flextime and telecommuting to organizations as networks of independent providers. The rapid rate of change requires organizations that can continually adapt and change from means to organizational goals. Such organizations have fundamentally different relations among people in the organization.</p>
		Readings: Handouts and Web Readings
Ses- sion XIV	Wednesday, April 24, 2002	<p><b>Organizational Assessment and Improvement Journal Reviews Sessions</b></p>
Ses- sion XV	Wednesday, May 1, 2002	<p><b>Semester Review</b></p>
	Wednesday, May 9, 7-10 PM	<p><b>Final Examination</b></p> <p>Format of the exam will be multiple choice and held in SWB: 2.118</p> <p>This is an estimated date and time. Final Exam schedule not yet available at the start of the semester.</p>