ADVANCED SOCIAL WORK PRACTICE ADMINISTRATION  
Social Work 661  
Minnesota State University, Mankato  
Department of Social Work  

PURPOSE OF THE COURSE  

SOWK 661 Advanced Social Work Administration provides students with advanced generalist social work practice knowledge, values, and skills for macro level administrative practice. It is expected that students who successfully complete this course will understand the role of social workers as supervisors, managers, administrators, policy makers, and leaders in developing, enhancing, promoting and administering effective, culturally competent, and ethical social services to diverse groups, including diversity of age, class, culture, disability, ethnicity, family structure, gender, marital status, national origin, race, religion, sex, and sexual orientation, and populations-at-risk which promote social and economic justice. Students develop knowledge of and skills in personnel management and professional development, grant writing, resource development, budgeting, leadership, and other aspects of administering effective, evidence-based social service agencies. Students develop an understanding of how organizational theories and social welfare policy practice are applicable to social service administration and service delivery. Students examine strategies for maximizing the use of agency personnel and other resources to achieve agency mission. This course also focuses on strategies for maximizing client involvement, strengths, and empowerment in social service delivery and for ensuring the delivery of culturally competent social services with some application to rural and small communities.  

PLACE IN THE MSW CURRICULUM  

SOWK 661 Advanced Social Work Administration is one of five practice courses in the MSW curriculum and is taken during the summer semester of the concentration year in conjunction with SOWK 675 Advanced Practicum & Seminar II. This course builds on the knowledge and skills developed in SOWK 611 Foundations of Generalist Practice II, SOWK 613 Human Behavior in the Social Environment II, SOWK 655 Social Work Policy Practice, SOWK 657 Professional Competence II, and SOWK 669 Advanced Social Work Evaluation. In addition, this course supports the concentration emphasis on developing advanced generalist social work practice administration knowledge, skills, and values in rural and small communities.  

INSTITUTIONAL MISSION  

Advanced Social Work: Administration contributes to the University mission related to promoting learning through effective teaching and scholarship. The course is also supportive of the College mission to promote exploration, understanding, explanation and transformation of the social world through graduate teaching and learning.
MSW PROGRAM GOALS

This course supports the achievement of MSW Program goals, specifically: 1) to prepare competent and effective graduates to be advanced generalist social work practitioners with organizations, emphasizing rural and small communities, 2) to prepare graduates who apply and promote at an advanced level the values, ethics, theory, and perspectives of the social work profession, and 3) to prepare graduates who promote at an advanced level social and economic justice in a diverse society within a global context.

COURSE OBJECTIVES

1) Identify the major organizational theories and explain the relevance of their major principles to the administration of effective, evidence-based social service organizations within the contemporary U.S. social service delivery system (MSW 1.9C, 1.10C, 2.5C).

2) Describe and analyze the organizational factors that contribute to a strengths-based, empowerment approach to the administration of social service agencies (MSW 1.6, 1.8C, 2.2).

3) Critically analyze congruence and conflict of personal and social work values in relation to the administration of social service organizations within the contemporary U.S. social service delivery system (MSW 2.1, 2.4C).

4) Understand the role of social workers as supervisors, managers, administrators, policy makers, and leaders in developing, enhancing, promoting and administering effective, culturally competent, and ethical social services to diverse groups and populations-at-risk which promote social and economic justice (MSW 1.6, 1.10C, 2.4C).

5) Understand and apply knowledge and skills in personnel management and professional development (MSW 1.5, 1.6, 1.10C).

6) Understand and apply knowledge and skills in grant writing and resource development (MSW 1.10C, 3.4C).

7) Understand and apply knowledge and skills in budgeting (1.10C).

8) Critically examine ethical issues in administrative practice with an emphasis on issues pertaining to rural and small community advanced generalist social work practice (MSW 1.8C, 2.4C).
REQUIRED TEXTBOOKS


A collection of readings will be available through e-reserve or D2L covering critical issues in all areas of social work practice.

COURSE REQUIREMENTS

**Response to Discussion Questions**
Students will respond to discussion questions based upon the required reading posed by the instructor on D2L examining an array of issues, including diversity issue and ethical issues in rural and small community social work administration practice. Issues of diversity examined may include age, class, culture, disability, ethnicity, family structure, gender, marital status, national origin, race, religion, sex, and sexual orientation.

**Effective Leadership exercise** (Designed Learning Assignment L. O. 1.10C)
Develop skills and differentially apply strategies for effective leadership in both direct and indirect practice.

**Program Proposal and Presentation** (Designated Learning Assignment L. O. 1.8C & 2.5C)
Working in teams of two (2), students will prepare a program proposal. The program proposal will include: 1) an assessment and identification of an unmet need; 2) a proposed intervention to respond; 3) a summary of how the organization is qualified to carry out the intervention; 4) a design for the intervention; and 5) a budget for the intervention.

Students will write and present their program proposal in the form of a grant application. The teams will identify a funding opportunity that matches the population and intervention specified in the proposal. The program proposal MUST address an unmet need for a rural population.

EVALUATION OF STUDENT LEARNING

Grades will be based upon the following: 1) Program Proposal and Presentation (50%), 2) Effective Leadership Assignment (25%), and 3) Response to D2L Discussion Questions (25%).

Students will be evaluated in accordance with the following system of letter grades: A, B, C, D, and F.

- A – 90% to 100% of possible points represents work of definitely superior quality
- B – 80% to 89% of possible points represents a level of performance that is above average
- C – 70% to 79% of possible points represents a below-average performance
- D – 60% to 69% of possible points represents unacceptable performance
- F – 59% or below represents unacceptable performance

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COURSE, DEPARTMENT, UNIVERSITY POLICIES

NOTE: For complete policies please refer to the MSW Program Graduate Student Handbook as well as the College of Social and Behavioral Sciences, College of Graduate Studies and Research, and Minnesota State University, Mankato policy documents for Graduate Students.

STATEMENT OF NON-DISCRIMINATION POLICY

The University and Department of Social Work is committed to providing equal education and employment opportunities to all persons and does not discriminate on the basis of race, religion, color, veteran’s status. National origin, sex, sexual orientation, age, marital status, physical and mental disabilities, creed, status due to receipt of public assistance, or any other groups against which discrimination is prohibited by Title VII of the Civil Rights Acts of 1964, Title IX of the Education Amendments of 1972, Minnesota Statute Chapter 363, and other applicable state or federal laws or State University System policy. Complaints of discrimination are filed with the Office of Affirmative Action located at 112 Armstrong Hall.

ACCESS FOR STUDENTS WITH DISABILITIES POLICY

In accordance with University Policy, the Department of Social Work is committed to ensuring equal educational opportunity and full participation for qualified persons with disabilities as is legally required under the Rehabilitation Act of 1973 including section 504 and the Americans with Disabilities Act. All students with a disability may request accommodation through the Office of Disability Services. Visit the Office of Disabilities Services at 132 Memorial Library or call 507-389-2825 (V/TTY). Student disability accommodations will be made by faculty based upon the advisement of the Office of Disability Services.

STUDENT RESPONSIBILITIES POLICY AND ACADEMIC HONESTY POLICY

Students are expected to comply with the Student Responsibility Policy and Academic Honesty Policy stipulated in the MSW Program Graduate Student Handbook.

APA STYLE WRITING POLICY

Students are expected to comply with the stylistic guidelines of the American Psychological Association, sixth edition. The APA manual is available at the MSU Memorial Library (reference section, ready reference section, reserve collection, general collection and reference desk): call number BF76.7 .P83 2010. The reference for the APA manual is:


An on-line sources to help with using APA is located at: [http://www.apastyle.org/](http://www.apastyle.org/)
SOWK 661 COURSE SCHEDULE

Section I: Supervision and Leadership in Human Services Management

Week 1
Topic: Philosophy of management
Delivery Method: On-line
Required Readings
Weinbach, Chapter 1: Definitions and describing management

Week 2
Topic: Theories of management
Delivery Method: In class
Required Readings
Weinbach, Chapter 2: The context of human service management
Weinbach, Chapter 3: Historical origins of current management theories

Week 3
Topic: Managing human resources: Personnel organization and supervision
Delivery Method: In class
Required Readings
Weinbach, Chapter 5: Creating and managing staff diversity
Weinbach, Chapter 6: Promoting a productive work environment
Weinbach, Chapter 7: Staff performance evaluations and personnel actions

Week 4
Topic: Supervision
Delivery Method: On-line
Required Readings
Weinbach, Chapter 8: Organizing
Weinbach, Chapter 9: Controlling

Week 5
Topic: Theories of leadership
Delivery Method: In-class
Required Readings
Weinbach, Chapter 10: Leading

Week 6
Topic: Managing the organization
Delivery Method: On-line
Required Readings
Weinbach, Chapter 11: Other important tasks
Weinbach, Chapter 12: Becoming an effective manager

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Section II: Program Planning and Design

Week 7
Topic: Problem analysis and need assessment
Delivery Method: In class
Required Readings
Kettner Chapter 2: The contribution of theory to program planning
Kettner Chapter 3: Understanding social problems
Kettner Chapter 4: Needs assessment: Theoretical considerations
Kettner Chapter 5: Needs assessment: Approaches to measurement

Week 8
Topic: Strategy development and goal setting
Delivery Method: On-line
Required Readings
Kettner Chapter 6: Selecting the appropriate strategy
Kettner Chapter 7: Setting goals and objectives

Week 9
Topic: Program design
Delivery Method: In class
Required Readings
Kettner Chapter 8: Designing effective programs
Weinbach Chapter 4: Influencing by planning

Week 10
Topic: Budgeting
Delivery Method: In class
Required Readings
Kettner Chapter 10: Budgeting for control, management, and planning
Kettner Chapter 11: Line-item, functional, and program budgeting systems

Week 11
Topic: Fiscal management / External Funding
Delivery Method: On-line
Required Readings
Weinbach, Chapter 11: Other important management tasks
Barbato & Fitch (e-reserve), Chapter 1: What is fund raising, anyway? The ABCs of the nonprofit world
Week 12
Topic: Grant writing
Delivery Method: In class – Guest speakers on grant writing
Required Readings
Social work podcasts on grant proposal writing (each one is about 20 minutes).

Week 13
Topic: Grant writing
Delivery Method: In class
Required Readings

Week 14
Topic: Managing in the presence of change
Delivery Method: on-line
Required Readings:

Week 15
Topic: Presentation of Program Proposals
Delivery Method: In class

Week 16  FINALS

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SUPPLEMENTAL READINGS


