

**THE UNIVERSITY OF TEXAS AT AUSTIN  
SCHOOL OF SOCIAL WORK**

Course Number: SW 393T  
Unique No.: 61685  
Semester: Fall 2018  
Meeting Time: Tues 11-2 p.m.  
Place: SWB-2.132

Instructor: Michael Lauderdale, Ph.D.  
Assisting: Noel Landuyt, Ph.D.  
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Office Hours: 9-12 am Fri.

**Leadership in Human Services Systems**

**Course Description**

This course examines the development of human resources in an organizational context. The roles, functions and responsibilities of human services managers, including supervisors and consultants in human service agencies are covered. Particular attention is directed toward working with a culturally diverse workforce and client groups to promote a high quality of work life so that services can be provided justly, equitably, efficiently and effectively. Topics to be covered will include recruitment and hiring practices, training and staff development, management and executive development, professional continuing education and certification issues, the role of technology in training and development, gender, cultural and ethnic issues in resource development, compensation and benefits, state federal regulations and issues of equal opportunity.

**Course Objectives**

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

1. An understanding of the supervisory functions, roles and responsibilities of managers and consultants in human services.
2. An ability to discuss and apply several different perspectives to assessing staff performance and to addressing staff development needs.
3. An ability to critically assess the functioning of an organizational unit including determining core processes, key outputs and existence of quality measures and accountability processes.
4. Familiarity with the impact of organizational culture and climate and the effect of culture and climate on achievement of organizational goals.
5. The ability to identify barriers facing the handicapped, minorities and women and to develop institutional strategies which reduce such social injustices and discrimination.
6. The ability to integrate the values of the profession in the supervisory role.

**Teaching Methods**

Lecture, readings, instrumented training and simulations. 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 **required**.

The nature of the content of this course is such that days cannot be “made up” nor can presentations and due date for assignments be changed.

### **Course Textbooks**

#### **Required**

Morgan, Gareth. 2006 *Images of Organizations*. Los Angeles, Ca.: Sage.

#### **Recommended**

Lauderdale, Michael L., 1999. *Reinventing Texas Government*. Austin, Texas.: University of Texas Press.

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

### **Course Requirements**

### **Dates**

|                                   |            |              |
|-----------------------------------|------------|--------------|
| Class Exercises and Participation | 50 points  | Each Class   |
| Presentation                      | 100 points | TB Scheduled |
| Final Paper                       | 100 points | Nov. 27      |
| Total Possible Points:            | 250 points |              |

### **Class Policies**

Attendance is required and participation is an important aspect of classwork and evaluation. 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.**

### **Course Prerequisites**

Admission to the graduate program in social work or by special permission of the instructor.

### **Class Assignments**

Each two class members will be assigned one of the first 6 chapters from the text and dates on the syllabus and will have the lead responsibility of overviewing that reading to the seminar participants and leading a discussion of the implications and applications of the reading.

Teams of two class members will have the responsibility of preparing an agency resource overview of a selected Texas agencies. The overview will include a description of the agency including its purpose, the number of employees, the address, the names of the executive director or commissioner and all board members, the number of human resource personnel, the current budget and a brief detailing of challenges to the agency.

**GRADES**

**Letter grades will be assigned as follows:**

|                |    |
|----------------|----|
| 94.0 and Above | A  |
| 90.0 to 93.999 | A- |
| 87.0 to 89.999 | B+ |
| 84.0 to 86.999 | B  |
| 80.0 to 83.999 | B- |
| 77.0 to 79.999 | C+ |
| 74.0 to 76.999 | C  |
| 70.0 to 73.999 | C- |
| 67.0 to 69.999 | D+ |
| 64.0 to 66.999 | D  |
| 60.0 to 63.999 | D- |
| Below 60.0     | F  |

*Class failed/no credit: 73 and below.*

**Course Schedule****Schedule of Topics**

| <b>Date</b> | <b>Topic</b>   | <b>Reading Assignment</b>   |
|-------------|--|---|
| Sep 4       | Overview of course, assignments, schedules and responsibilities. Lecture on the Role of the A&P graduate in leading efforts of organization development. Team Formation. | Students will receive specific assignments for presentation from text and supplemental readings.  |
| Sep 11      | Organizations and Theory-Texas Innovations   | General Orientation to the course and Team Assignments and Team Leadership handout  |
| Sep 18      | Organizational Properties, Design and Change-Organizations as Organisms  | Presenting the several decades efforts of the State of Texas to improve the functioning of state agencies Including the Survey of Organizational Excellence, Customer Satisfaction, 360 Assessments and related efforts. Selected handouts from Lauderdale: Re-inventing Texas Government |
| Sep 25      | Learning Organizations   | Chapter 1—Introductions and Images of <i>Organizations</i>  |
| Oct. 2      |  | Chapter 2— <i>Mechanical Thinking</i><br>Chapter 3— <i>The External Environment</i>   |

|         |                  |  |
|---------|------------------|--|
| Oct . 9 |                  | Chapter 4— <i>Manufacturing, Service, and Advanced Information Technologies in Organizations</i> |
|         |                  | Chapter 5— <i>Discovering Organization Needs</i>   |
| Oct 16  |                  | Chapter 6— <i>Designing Organization Structure</i>   |
|         |                  | Chapter 7— <i>Contemporary Designs for Global Competition</i>                                    |
| Oct 23  |                  | Chapter 8— <i>Innovation and Change</i>  |
|         |                  | Chapter 9— <i>Information Technology and Organizational Control</i>                              |
| Oct 30  |                  | Data Collection  |
| Nov 6   |                  | Data Collection  |
| Nov 13  |                  | Research Presentations   |
| Nov 20  |                  | Research Presentations   |
| Nov 22  | Thanksgiving Day | No Class   |
| Dec 4   |                  | Research Presentations   |
| Dec 11  |                  | Research Presentations   |

#### OUTLINE OF FINAL REPORT

| Approximate number of pages | Section                         |
|-----------------------------|---------------------------------|
| 2                           | Executive Summary               |
| 1                           | Overview of Problem             |
| 2                           | Agency Setting                  |
| 2                           | Research Question/s             |
| 4                           | Literature Review               |
| 5                           | Research Design                 |
|                             | Sampling                        |
|                             | Measures                        |
|                             | Data Collection Procedures      |
|                             | Analysis                        |
| 5                           | Results                         |
| 2                           | Discussion                      |
| 3                           | Conclusions and Recommendations |
| 4                           | References                      |
|                             | Appendixes                      |

## Agencies

Health and Human Services Commission

Texas Commission on Environmental Quality

Texas Workforce Commission

Department of Insurance

Department of Public Safety

Department of Criminal Justice

## **UT Policies**

**THE UNIVERSITY OF TEXAS HONOR CODE.** The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.

**PROFESSIONAL CONDUCT IN CLASS.** The professor expects students to act as professionals in class. This means students should arrive on time for class, be prepared to participate in the class discussion, and show respect for one another's opinions. We will not, nor should we, always agree with one another. In this environment we should be exposed to diverse ideas and opinions, and sometime we will not agree with the ideas expressed by others. However, the professor does require that students engage one another with respect and professionalism.

**POLICY ON SOCIAL MEDIA AND PROFESSIONAL COMMUNICATION.** Public social networks are not private. Even when open only to approved or invited members, users cannot be certain that privacy will exist among the general membership of sites. If social work students choose to participate in such forums, please assume that anything posted can be seen, read, and critiqued. What is said, posted, linked to, commented on, uploaded, subscribed to, etc., can be accessed and archived, posing potential harm to professional reputations and prospective careers.

Social work students who use social media (i.e. Facebook, Twitter, etc.) and other forms of electronic communication (i.e. blogs, etc.) must be mindful of how their communication may be perceived by clients, colleagues, faculty, and others. Social work students are expected to make every effort to minimize material which could be considered inappropriate for a professional social worker in training. Because of this, social work students are advised to manage security settings at their most private levels and avoid posting information/photos or using any language that could jeopardize their professional image. Students are asked to consider the amount of personal information posted on these sites and are obliged to block any client access to involvement in the students' social networks. Client material should not be referred to in any form of

electronic media, including any information that might lead to the identification of a client or compromise client confidentiality in any way. Additionally, students must critically evaluate any material that is posted regarding community agencies and professional relationships, as certain material could violate the standards set by the School of Social Work, the Texas Code of Conduct for Social Workers, and/or the NASW Code of Ethics.

Social work students should consider that they will be representing professional social work practice as well as the University of Texas at Austin School of Social Work program while in the classroom, the university community, and the broader area communities.

**POLICY ON SCHOLASTIC DISHONESTY.** Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. For further information, the student may refer to the Web Site of the Student Judicial Services, Office of the Dean of Students (<http://deanofstudents.utexas.edu/sjs/>).

**DOCUMENTED DISABILITY STATEMENT.** Any student who requires special accommodations must obtain a letter that documents the disability from the Services for Students with Disabilities area of the Division of Diversity and Community Engagement (471- 6259 voice or 471-4641 TTY for users who are deaf or hard of hearing). Present the letter to the professor at the beginning of the semester so that needed accommodations can be discussed. The student should remind the professor of any testing accommodations no later than five business days before an exam. For more information, visit <http://www.utexas.edu/diversity/ddce/ssd/>.

**RELIGIOUS HOLIDAYS.** By UT Austin policy, students must notify the professor of a pending absence at least fourteen days prior to the date of observance of a religious holy day. If the student must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, the professor will give the student an opportunity to complete the missed work within a reasonable time after the absence.

**USE OF E-MAIL FOR OFFICIAL CORRESPONDENCE TO STUDENTS.** Email is recognized as an official mode of university correspondence; therefore, students are responsible for reading their email for university and course-related information and announcements. Students are responsible to keep the university informed about changes to their e-mail address. Students should check their e-mail regularly and frequently—daily, but at minimum twice a week—to stay current with university-related communications, some of which may be time-sensitive. Students can find UT Austin’s policies and instructions for updating their e-mail address at <http://www.utexas.edu/its/policies/emailnotify.php>.

**SAFETY.** As part of professional social work education, students may have assignments that involve working in agency settings and/or the community. As such, these assignments may present some risks. Sound choices and caution may lower risks inherent to the profession. It is the student's responsibility to be aware of and adhere to policies and practices related to agency and/or community safety. Students should notify the professor regarding any safety concerns.

**BEHAVIOR CONCERNS ADVICE LINE (BCAL).** If students are worried about someone who is acting differently, they may use the Behavior Concerns Advice Line to discuss by phone their concerns about another individual's behavior. This service is provided through a partnership among the Office of the Dean of Students, the Counseling and Mental Health Center (CMHC), the Employee Assistance Program (EAP), and The University of Texas Police Department (UTPD). Call 512-232-5050 or visit <http://www.utexas.edu/safety/bcal>.

**EMERGENCY EVACUATION POLICY.** Occupants of buildings on the UT Austin campus are required to evacuate and assemble outside when a fire alarm is activated or an announcement is made. Please be aware of the following policies regarding evacuation:

- Familiarize yourself with all exit doors of the classroom and the building. Remember that the nearest exit door may not be the one you used when you entered the building.
- If you require assistance to evacuate, inform the professor in writing during the first week of class.
- In the event of an evacuation, follow the professor's instructions.
- Do not re-enter a building unless you are given instructions by the Austin Fire Department, the UT Austin Police Department, or the Fire Prevention Services office.

### **Bibliography**

Lauderdale, Michael L., 1999. *Reinventing Texas Government*. Austin, Texas.: University of Texas Press.

Morgan, Gareth. 2006 *Images of Organizations*. Los Angeles, Ca.: Sage.