BSWG 223 PEC

BASIC PRINCIPLES OF SOCIAL WORK MANAGEMENT

Faculty of Health Sciences

Study guide compiled by:

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MODULE CONTENTS

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Module information

Module code	BSWG 223 PEC
Module Credits	8
Module name	BASIC PRINCIPLES OF SOCIAL WORK MANAGEMENT
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Consulting hours	

Time Allocation

This is a 8-credit module and you as a student have to spend 80 notional hours on completing it

Welcome

Welcome to BSWG 223: Basic principles of social work management. This module is presented by the Social Work Divisions on all three campuses of the North-West University.

We trust that, upon completion of this module, you will have a basic and functional knowledge base of what social work management is all about. This knowledge base is also expected to equip you with basic skills required in managerial positions as future social workers.

How to use this study guide

This study guide provides a basic guideline of the module and contains the following:

- Nine study units with topics regarding social work management
- The overarching programme and module outcomes as well as outcomes for each individual study unit;
- Individual and group assignments
- Preparation for contact sessions is essential and instructions in this regard will be given to you throughout the semester.
- Group discussions will often form the basis of the contact sessions, hence the importance of your preparation and regular class attendance.

Rationale

Social work practice requires certain managerial and administrative responsibilities from the social worker. Every social worker should be able to handle day-to-day administrative and managerial tasks. This module integrates management and social work theory, practice methods and professional skills as they relate to the management of welfare organizations. This module focuses on the nature and relevance of some managerial theories, the relevance of management in social work practice, the roles and tasks of the social work manager, leadership, the management functions and specific resources that need to be managed in social work practice. The prescribed book focuses particularly on management in a Non-Profit Organization (NPO), but the content is relevant to generic social work management.

This module in the broader context of the social work programme links particularly with the following modules:

BSWG 111, BSWG 113, BSWG 213, BSWG 443 and 471.

Module plan

This module consists of three divisions:

Section A: What is social work management?

Section B: Who is the social work manager?

Section C: What needs to be managed?

SECTION A contains the following study units:

Study Unit 1: The nature and principles of social work management

Study Unit 2: Definition of Basic Concepts

Study Unit 3: Theories of social work management

SECTION B contains the following three study units:

Study Unit 4: The management functions of a social work manager

Study Unit 5: The social work manager as leader

Study Unit 6: The roles and tasks of a social work manager

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SECTION C contains another three study units:

Study Unit 7: Managing communication and decision-making

Study Unit 8: Managing people

Study Unit 9: Managing external relationships and day-to-day activities

Study material

Prescribed book

- Adirondack, S. 2005. **Just About Management? Effective management for voluntary organisations and community groups.** London: London Voluntary Service Council. (This book is available at your nearest book store).

List of references to this study guide – recommended reading

- Coulshed, V. & Mullender, A. 2006.   **Management in Social Work**. London: Palgrave Macmillan (Chapters 1 and 2, pp12-43).

- James, E. 2008. Managing Humanitarian Relief: An operational guide for NGOs. UK: Practical Action Publishing.

- Kadushin, A. & Harkness, D. 2002. **Supervision in Social Work.** 4th ed. New York: Columbia University Press.

- Lewis, J.A., Packard, T.R. & Lewis, M.D. 2012. **Management of Human Service Progframs**. 5th ed. United State: Brooks/Cole Cengage Learning. (Chapters 1 & 4).

- Nicholas, L.; Rautenbach, J & Mainstry, M. 2010. **Introduction to Social Work**. Claremont: Juta. (Chapter 8).

- O' Sullivan, T.1999. **Decision Making in Social Work**. London: MacMillan.

- Raffoul, P. R. & McNeece, C.A. 1996. **Future Issues for Social Work**. Boston: Allyn and Bacon. (Chapter 19, pp-189-199).

- South Africa. 1997. Non Profit Organisations Act, Act 71. Pretoria: Government Press. (Obtainable from the website of the Department of Social Development or on the e-fundi site for this module for those who have access to e-fundi).

- South African Council for Social Service Professions (SACSSP). 2010. CPD Policy. http://www.sacssp.co.za/index.php?pageID=32&pagename=/EDUCATION,-TRAINING-&-DEV/ Retrieved from the World Wide Web on 9 March 2011.

- Terminology Committee for Social Work. 1995. **New Dictionary of Social Work.** Cape Town: CTP.

- Zastrow, C. 2004. **Introduction to social work and social welfare: Empowering people.** 8th ed. USA: Brooks/Cole (pp 111 and 387-389).

Assessment
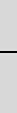
The official policy of the NWU with regard to exams is contained in Rule A.8 in the Yearbook and you are referred to rule A.8.6 on the proof of participation.

The participation mark is compiled by:

Group assignments:	40%
Papers and individual assignments:	50%
Class tests:	10%
TOTAL	**100%**

- A minimum of 50% is required for entrance to the exam.

- The semester exam consists of a 2-hour examination paper of 100 marks.

- The participation and exam marks form the module mark. The pass mark is 50% with an exam sub minimum mark of 40%.

- The following must be taken into account when answering questions during a class test and exam paper:

- Class tests will generally consist of shorter questions and focus on conveying facts (name, describe or discuss in short).

- Exam question will focus on insight, synthesis and application and will therefore be longer questions (describe in detail, discuss at length, evaluate or study the following scenario and make recommendations).

Group assignments and papers will be evaluated on the basis of the following criteria.

								Gewig/ Weight	Punt/ Mark
K6.. Uitstekend\ Excellent							75+%		
K5. Goed/ Good						65-74%			
K4. Gemiddeld/ Average					55-64%				
K3. Ondergemiddeld/ below average				45-54%					
K2. Swak/ Poor		30-44%							
K1. Nie gedoen/ Did not comply	0%								
1. Tegniese versorging/ Technical issues									
1.1 Beplanning van die opdrag en hou by die onderwerp en voorgeskrewe lengte **1.1 Planning of the assignment, keeping to the topic and prescribed length**	K1	K2	K3	K4	K5	K6			
1.2 Toepaslikheid van struktuur *(Strukturering van die inleiding, opskrifte/sub-opskrifte, gevolgtrekkings, bronnelys/ bibliografie en slot)* **1.2 Appropriateness of the structure** *(Structuring of the introduction, headings/sub-headings, conclusions and reverences/bibliography)*	K1	K2	K3	K4	K5	K6			
1.3 Kwaliteit van die geskrewe werk *(Proeflees, spelling, grammatika en tegniese versorging van titelblad, inhoudsopgawe, bronverwysings en bibliografie)* **1.3 Quality of writing:** *(proof-reading, spelling and grammar, as well as correctness of the title page, table of contents and references/ bibliography)*	K1	K2	K3	K4	K5	K6			
2. Kwaliteit van die navorsing (teorie) *(Omvattendheid van die antwoord en die moeite wat gedoen is met die inwin van toepaslike inligting, asook die toepaslikheid en omvattendheid van die bykomende literatuur wat geraadpleeg is)* **2. Quality of the research (theory) (**Comprehensiveness of answer and effort that went into gathering appropriate information, as well as appropriateness and comprehensiveness of additional literature used)*	K1	K2	K3	K4	K5	K6			
3. Insig wat aan die dag gelê is en gee van eie (toepaslike) menings **3. Insight shown and provision of an own (appropriate) point of view**	K1	K2	K3	K4	K5	K6			

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4. Kreatiwiteit wat aan die dag gelê is *(sluit in inisiatief in die aanbieding en gebruikmaking van praktiese voorbeelde en illustrasies)* 4. **Creativity shown** *(includes initiative in the presentation of the material and the use of practical examples and illustrations)*	K1	K2	K3	K4	K5	K6		
5. **Kritiese ingesteldheid en logiese beredenering** 5. **Critical attitude and logical argumentation**	K1	K2	K3	K4	K5	K6		
FINALE PUNT/ FINAL MARK								

Additional guidelines for papers and assignments

- All assignments must be presented in a typed format.
- Assignments must have a coversheet with your name, student number, title of the assignment, name of the lecturer and date of submission on it.
- A declaration in regards to your own work, copyright and plagiarism must be signed and included ahead of the table of contents. **(The declaration and information regarding plagiarism and copyright are contained in Appendices 1 and 2.)**
- The correct style regarding references is important and must be used and referred to in the text. (A booklet regarding referencing techniques is available in the library – familiarise yourself with the requirements. You are also advised to consult the Faculty Librarian for further assistance.)
- Specific guidelines regarding the length will be prescribed for each assignment.

Action verbs

Action verbs are used to formulate outcomes whereby specific and measurable learning actions are indicated. Study these verbs in order to know precisely what is expected of you. The action verbs used in this module are the following:

- **Describe/sketch**

Here you are expected to perform on your level of knowledge (memorising). The facts of case must be given and no commentary or reasoning is needed.

- **Discuss**

This requires reasoning of a situation or phenomenon and includes the student's own interpretation and comparison of the applicable elements.

- **Debate**

A questioning style and builds to a formal argument.

- **Define**

When defining something you are expected to simply reproduce knowledge. The student must have memorised and be able to reproduce a core, authoritative explanation or description of a concept.

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- **Demonstrate**

By discussing an issue the student must display sufficient knowledge to argue the case and to persuade of his/her insight. Provide and discuss examples for this purpose. You must prove you understand how a process works or how a concept is applied to real life situations.

- **Evaluate**

When evaluating you are required to evaluate a case by means of specific criteria and make a value judgement regarding the case and motivate it thoroughly.

- **Formulate**

Provide a systematic description of aspects/process/products.

- **Give an example**

This refers to an illustration or description that clarifies or make a matter more real. A practical illustration of the concept is required.

- **Illustrate**

Make use of examples and describe a case or situation to make the essence of it plain. Give a sketch or diagram that represents the idea or phenomenon.

- **Criticise**

You must indicate whether you agree or disagree with a specific statement or opinion. You must describe the points with which you agree or disagree on and motivate your point of view.

- **List**

Make a simple list of names, facts or items you've been asked for. A specific category or ranking order may be specified.

- **Motivate**

You must explain the reasons for your point of view or stance and attempt to convince the reader of it.

- **Name**

The student must name only what is asked without further discussion.

- **Outline**

Place emphasis on the primary characteristics, structures or general principles of the subject and omitting smaller details. This requires slightly more information than when you are asked to name, list or state information.

- **Describe/clarify/explain/suggestion**

This answer requires a level of comprehension and insight. Hereby it is determined whether a student has passed the level of simple memorising to understanding the concept.

- **Differentiate**

Indicate the differences between aspects, objects, ideas and points of departure. Use your own words.

- **Analyse**

The student must determine differentiating elements, identify causes and consequences or determine relationships between them.

- **Essay**

An augmented description of the subject is required.

- **Apply**

Acquired knowledge and comprehension or insight of real situations must be applied. The manner in which the student applies the knowledge will indicate to what extent he/she has acquired (memorised) specific knowledge and to what extent he/she understands the study content or comprehends the full meaning thereof.

- **Explain**

Give reasons for something - usually in your own words. You must prove that you understand the context. It may worthwhile to make use of examples or illustrations.

- **Compare**

Show the similarities and differences between objects, ideas and points of view. The word *contrast* may be used here. If you compare two or more objects, you must do so systematically by focusing on one aspect at a time. It is always better to do this in your own words.

Module outcomes

Upon completion of this module you should be able to:

- demonstrate sound knowledge of management processes;

- effectively select and apply management strategies;

- apply management roles/functions.

Addendum

B.SW. Exit Level Outcomes (ELO's)

The following are the Exit Level Outcomes (ELO's) and the Associated Assessment Criteria (AAC) as prescribed in a Government Gazette

CATEGORY 2: INTERVENTION

Exit Level Outcomes (ELO's)
6. **Evaluate the outcomes of social work intervention strategies, techniques and processes.**
Associated Assessment Criteria (AAC)

6.1 Evaluations clearly describe the outcomes of the intervention strategies, techniques and processes utilised in relation to the stated goals and client systems' strengths and needs.
6.2 Evaluations are purposefully used as the basis for planning, termination and implementation of on-going services.
6.3 Evaluations demonstrate a capacity for self-awareness and reflection.

CATEGORY 4: MANAGEMENT, ADMINISTRATION AND SUPERVISION

Exit Level Outcomes (ELO's)
21. **Demonstrate understanding of the roles, functions, knowledge and skills for effective social work supervision and consultation.**
Associated Assessment Criteria (AAC)

21.1 The roles and responsibilities of the supervisee and the supervisor are clearly articulated.
21.2 The transition from the role of supervisee to the role of supervisor is clearly described.
21.3 The advantages and disadvantages of the different models (including conventional one-to-one supervision, group supervision, peer supervision, and the use of case-conferences and staff development programmes as supervisory contexts) of supervision are clearly described.
21.4 The differences and similarities between supervision and consultation are clearly identified.
21.5 The role and responsibilities of the consultant are clearly described.
21.6 The ethical implications of supervision and consultation are clearly articulated.
21.7 Practice reflects the ability to utilise supervision effectively.

Exit Level Outcomes (ELO's)
22. **Demonstrate understanding of roles, functions, principles and characteristics of management and administration within social service delivery.**
Associated Assessment Criteria (AAC)

22.1 The qualities, principles and characteristics of management and administration are clearly articulated.
22.2 The skills, roles and duties of a social work manager and administrator are clearly described.
22.3 The types and theoretical underpinnings of modern management systems are described and critiqued.
22.4 Descriptions reflect a basic understanding of management and administration functions and tasks.
22.5 Meeting procedures and the roles of office bearers are clearly explained.

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Schedule

Activities	Study Unit	Target date	Date of submission
Group assignment 1			
Individual assignment 1			
Class test 1			
Group assignment 2			
Individual assignment 2			
Class debate			
Class test 2			
Debate			
Semester exam			

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Declaration of originality

NORTH-WEST UNIVERSITY

The **Social Work Subject Groups** of the NWU places great emphasis upon integrity and ethical conduct in the preparation of all written work submitted for academic evaluation.

The declaration which follows must accompany all written work submitted while you are a social work student. No written work will be accepted unless the declaration has been completed and attached.

Full names of student(s)*:	
Student number(s)*:	
Module & Topic of work:	

Declaration

1. I/we understand what plagiarism is and are aware of the University's policy in this regard.

2. I/we declare that this assignment is my/our own original work. Where other people's work has been used (either from a printed source, Internet or any other source), this has been properly acknowledged and referenced in accordance with University requirements.

3. I/we have not used work previously produced by another student or any other person to hand in as my/our own.

4. I/we have not allowed, and will not allow, anyone to copy my/our work with the intention of passing it off as his or her own work.

SIGNATURE(s):

*(In the case of a **group assignment**, (a) all team members' particulars must be provided, (b) all members must sign and (c) the team accepts joint responsibility for the authenticity of the work that was handed in.)*

Program planning

Diagram 1: The conceptual framework on which the NWU's social work training programme is based

Icons

	Time allocation		Learning outcomes
	Study material		Assessment / Assignments
	Individual exercise		Group Activity
	Example		Reflection

Warning against plagiarism

ASSIGNMENTS ARE INDIVIDUAL TASKS AND NOT GROUP ACTIVITIES. **(UNLESS EXPLICITLY INDICATED AS GROUP ACTIVITIES)**

Copying of text from other learners or from other sources (for instance the study guide, prescribed material or directly from the internet) is **not allowed** – only brief quotations are allowed and then only if indicated as such.

You should **reformulate** existing text and use your **own words** to explain what you have read. It is not acceptable to retype existing text and just acknowledge the source in a footnote – you should be able to relate the idea or concept, without repeating the original author to the letter.

The aim of the assignments is not the reproduction of existing material, but to ascertain whether you have the ability to integrate existing texts, add your own interpretation and/or critique of the texts and offer a creative solution to existing problems.

Be warned: students who submit copied text will obtain a mark of zero for the assignment and disciplinary steps may be taken by the Faculty and/or University. It is also unacceptable to do somebody else's work, to lend your work to them or to make your work available to them to copy – be careful and do not make your work available to anyone!

For the NWU link for plagiarism, go to http://www.nwu.ac.za/webfm_send/25355

SECTION A:
What is social work management

Study unit 1

THE NATURE AND PRINCIPLES OF SOCIAL WORK MANAGEMENT

Study time

You will spend **about** 6 study hours to complete this study unit

Leeruitkomstes

On completion of this study unit you must be able to:

- Demonstrate understanding of management in social work
- Demonstrate understanding of the different concepts in social work management
- Identify, describe and evaluate the different management theories in social work

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Study section 1.1
The nature of management

Study outcomes

On completion of this learning section you must be able to:

- Explain the context of social work management
- Describe effective management
- Distinguish between efficient and effective management

Introduction to management:

Management is generally a process that uses the resources of an organization to achieve stated aims. It involves processes such a planning, organizing, supervision, controlling, staffing/human resource, leading and coordination. This is list is not exhaustive. These processes are led by the manager in consultation with those who are working with him. One of the oldest descriptions of Management is that it is the creation of and maintenance of an internal environment in an enterprise where individuals working together in groups can perform efficiently and effectively the attainment of group goals (Skidmore, 1995:18).

- For the manager to be able to drive the achievement of goals he/she requires skills to work with and lead others. In a sense a manager is a team member albeit in an authoritative capacity. People skills and technical skills are some of the basic skills required in management. The technical skills are developed through training which ensures the acquisition of managerial competencies. The different skills will allow managers to manage people, programs and resources effectively. Management is described by Lewis, Packard and Lewis (2007:7) as a set of systems and processes designed to help employees accomplish organizational and individual goals.

- It is clear from the above that managers are not only responsible for organizational goal achievement. The two-pronged goal achievement requires activities that have already been mentioned earlier. Organizational goals and individual goals are influenced by the culture and climate of the organization. The culture of organizations is closely related to the style of management. Refer to Zastrow (2004:387-389). It is important to note that in order to achieve individual goals for the benefit of the organization managers are expected to support and encourage employees to explore education and career opportunities.

- Social workers become managers in establishments such as public departments, human service organizations, public agencies, and other establishments concerned with improving the social conditions of people. As social workers are always interested in being effective and making a difference as pointed out by Coulshed and Mullender (2006:3), they are able to: account for case loads, attend meetings, balance budgets, design programmes for service delivery, and generally administer the general functioning of their agencies. Administration is another important process in management. Processes such as planning, leadership are also described as strategic administration tactics. It is clear that

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management and administration are intertwined to an extent that one can say management is embedded in administration. One of the fundamentals of administrative responsibility is making sure that organizational documents such as records, minutes of meetings are properly secured.

- Social work managers work in formal and non-formal organizations serve diverse populations. Their core business is to make things happen or get them done for the benefit of those who need social welfare services and have social problems.

- A social work manager is responsible for the overall functioning of an organization as is its primary authority figure. An understanding of the basic processes of management requires that some concepts be defined as will be covered in the next study unit. James (2008:89) refers to some of these concepts as elements involved in management.

Preparation for the study section (bold)

Refer to:

Adirondack, 2005: Chapters 1- 4

Nicholas, L., Rautenbach, J & Maitsry, M. 2010: 181-182.

James, E. 2008: 88-92

Coulshed V. &A. Mullender, 2006:3-8

Skidmore, R. A. 1995: Chapters 1 and 2

Individual activity

STUDY UNIT 1

INDIVIDUAL EXERCISE

TEDDY BEAR CLINIC
FOR ABUSED CHILDREN

HEAD OFFICE/JHB BRANCH

13 Joubert StreetExt Cnr Empire Road
Parktown
─(011) 4844554/4539 (t)
─083 557 3720 (m)
─(011) 4844551 (f)

The TEDDY BEAR CLINIC of South Africa is looking to employ a motivated Manager at our clinic.

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Minimum requirements:

- Bachelors degree in Public Management and Administration, a post graduate degree would be preferred

- Registration with a management board or a related field

- 5-8 years of experience in an organisation as senior official

- Fluency in written and spoken English. Excellent written and oral communication skills.

- Computer literate

- A valid code B driver's license.

- Experience in supervising and mentoring employees.

- Experience conducting training for groups

- Excellent management and leadership capacity and organisational skills Extensive experience in working with people

- Ability to achieve the Clinics' strategic goals with regard to management, community out reach and awareness campaigns

- Ability to plan, implement and evaluate programmes

- Good Management skills which will allow the encumbered of this position to manage human resources in the clinic in an effective manner, with a view to developing competent and motivated staff that perform optimally

- Good leadership and negotiation skills

- Good conflict and problem solving skills

- Good networking and marketing skills

- Good interpersonal relations and client-service orientation

ENQUIRIES: Dr. T. Ndala (011) 484 4554

CLOSING DATE: 31 July 2013

COMMENCEMENT OF DUTIES: As soon as possible

If you meet the above criteria send a detailed CV with as well as a motivation to:
ttbc@mweb.co.za. *If not contacted within 2 weeks after closing date, please consider your application unsuccessful*

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Individual activity

Assignment:

DUE DATE: 29 JULY

Write a letter (2 – 3 pages) to the board of members at the teddy bear clinic, justifying the need to employ a social worker as a manager and specifically yourself. Include the following in your letter:

a. the reasons why you think that the clinic needs a social worker as manager

b. what impact would your new position have for the staff, the children as clients and the organisation as a whole.

c. provide detailed but required information on yourself, your work experience, degrees obtained, training received

Marks will be allocated for the following:

	MARK ALLOCATION				
	Did not comply	Poor	Average	Good	Excellent
	0	1-3	4-5	6-8	9-10
CRITERIA					
Creative ideas and uniqueness Strong motivation, leadership skills, power, being able to motivate himself/herself as manager.					
Content Fulfilling the requirements stated on the advert, body of the letter, quality information supplied.					
Professionalism Writing clear and understandable, professionally written, relevant information provided, a social workers view point					
TOTAL					

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Study unit 2

DEFINITION OF BASIC CONCEPTS

Study time

The estimated time for studying this study unit is 6 hours

Study outcomes

On completion of this unit you must be able to:

- Demonstrate your knowledge of different management concepts
- Demonstrate your understanding of the different management concepts

Study material

Read through the following study material to prepare for the contact session

Adirondack, 2005:33-36

Lewis, J.A,, Packard, T.R. & Lewis, M.D. 2012:8-14.

Nicholas, L., Rautenbach, J and Maitsry, M. 2010: 181-182

James, E. 2008: 88-92

Individual activity

Explain In Your Own Words The Meaning Of The Following Concepts And Identify A Person Who Best Fits A Particular Concept (Choose Any 8).Support Your Answer With Examples:

- Planning
- Leadership
- Power
- Authority
- Decision Making
- Administration
- Accountability

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- Responsibility
- Control
- Power
- Supervision
- Monitoring
- Evaluation
- Organizing
- Human Resource/Staffing

Take Your Answers To The Contact/Group Session For Discussion. Please Note That For Purpose Of This Exercise You Only Had To Find The Definitions For 8 Of These Concepts. For The Successful Completion Of This Module All The Concepts Are Important And You Have To Familiarize Yourself With The Definitions And Descriptions Of All The Terms.

Planning

"Planning Is The Process Of Anticipating Goals Or Targets And Then Preparing A Plan For Reaching Them. It Means Looking At Where You Are, Where You Want To Go And How To Reach Your Destination" (Skidmore1995: 52).

It Is Also About "Designing Visions For The Future, Developing Strategy, Setting Goals And Objectives For Attaining Them, And Selecting Program Models" (Lewis, Packard And Lewis, 2012:8).

Management: Refer To Adirondack, P 34

Authority: Refer To Adirondack, P34

Responsibility: Refer To Adirondack, P 34

Accountability

Accountability Is Defined As The Ability To Justify Actions And Report On The Use Of Resources And The Progress Report, James (2008:399). The Terminology Committee For Social Work (1995:1) Defines Accountability As An Obligation Of A Social Worker And Welfare Agency Of Being Answerable To Client Systems, Donors, Management Bodies, The Public And Specific Government Institutions For The Range And Quality Of Services Rendered, The Allocation Of Resources And The Realization Of Objectives. Accountability Is Also Defined By James (2008:399 As The Ability To Justify Actions And Report On The Use Of Resources And The Progress Of Results

Control: Refer to Adirondack, P 35

Leadership

According To Skidmore (1995:144) Leadership May Be Defined As Both A Position And An Ability. As A Position, It Means That A Person Is Responsible For The Control Of Certain Situations And Is In A Directing Or Guiding Position. As Ability, It Refers To The Capacity Or Skill To Influence Relationships With Others So That They Will Follow The Path Taken By The Leader.

POWER: Refer To Adirondack, P 36. Also Refer To Lewis, Packard And Lewis, Pp 153-155

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Administration

According To Zastrow (2004:53), Administration Involves Directing The Overall Program Of A Social Service Agency. Administration Is A Process Of Defining And Attaining The Objectives Of An Organization Through A System Of Coordinated And Cooperative Effort (Stein In Skidmore,1995:3).

Supervision

According To Nicholas, Rautenbach And Maistry (2010:147) Supervision Is A Relationship Between An Experienced And Inexperienced Worker In Order To Give Guidance To The Latter For The Improved Performance Of Organizational Work.

It Is Important To Note That All The Above Concepts Translate Into The Functions Of Management.

Give an exposition of about 350 words on the differences between accountability and responsibility as well as a comparison of management and administration.

Study unit 3
THEORIES OF SOCIAL WORK MANAGEMENT

Study time

Approximately 8 hours have been allocated for the successful completion of this study unit.

Study outcomes

On completion of this study you must be able to:

- Demonstrate your understanding of the different theories
- Identify and describe the different theories
- Critically evaluate the different theories
- Give a comparative analysis of the different theories

Preparation for the study unit:

Refer to:

Coulshed and Mullender (2006:23-88) See Chapter s 2 & 3.

- Social work management practice, like all aspects of social work practice, is informed by theories which is a body of scientific knowledge that is designed to help measure effectiveness of practice.

- Different theories have been provided under broad classifications each group focusing on a specific aspect of management (Read Coulshed and Mullender, 2006: 23-49)

- Some classifications have a number of exponents, in such cases choose only one theory so that at the end all the major groupings are studied.

Also refer to:

Lewis, Packard and Lewis, 2012: Chapter 4

Individual activity

- Compare three different theories of social work management that you have studied.

- Choose one theory of social work management and discuss it in relation to a welfare organization that you are familiar with. Take your answers to the contact session for discussion.

- Summarise four different theories, one from each major classification.

- **Explain which one you think is mostly used to enhance social work. Substantiate your choice of a theory in about 50 words.**

- Social work practice is informed by different theories and similarly in social work management there are theoretical frameworks that are used to perform management duties.

- Coulshed and Mullender 2006 have identified the following management theories viz. scientific managerialism, organizational structures, human relations theories, complex organizational structures.

- Under each broad classification there are specific theories and for purposes of this study unit only one theory per classification will be considered.

- The scientific managerialism tends to treat people like cogs in a machine. In this instance a cog represents a subordinate member of an organization who performs minor or routine functions.

- Scientific managerialism covers classical theories and one such theory is by Henri Fayol. He defined management in terms of what managers do and how can they do it most effectively. Management is therefore about its elements and its principles.

- He developed 14 principles of management of which only 5 will be mentioned viz.

    1. Those at the top are responsible for identifying key objectives

    2. Specialization is achieved by dividing groups to do similar functions

    3. Workers report to only one senior

    4. There should be job description for each worker

    5. The ideal span of work should prevail.

- The theory was criticized for favoring the top-down and prescribing one set of principles for everything and everybody.

- The organizational structure favors the bureaucratic efficiency

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SECTION B:
Who is the social work manager?

Study unit 4

THE MANAGEMENT FUNCTIONS

Study time

Approximately 20 hours have been allocated for the successful completion of this study unit.

Introductory information

This study unit stretches over chapters 1 and 14 of the prescribed book.

Study outcomes

After completion of this study unit you should be able to

- Describe the different functions of management in general
- Define basic terminology associated with these functions
- Demonstrate knowledge, insight and comprehension of how these functions apply to social work practice

Study hints

We can broadly refer to **four main functions** in terms of management in general:

- Planning
- Organizing
- Leadership
- Control
- In addition to Adirondack, **(2005;6-8)** also refer to Lewis, Packard and Lewes, **(2012:8-13).**

Adirondack (2005: 6-8) refers to the following more **specific management functions** of the social work manager:

- Fostering teamwork and involvement
- Staff management and development
- Dealing with people problem

- Setting and achieving objectives
- Assessing and managing risk
- Managing change
- Managing the quality and effectiveness of work
- Managing contracts and trading
- Managing partnerships
- Developing and implementing policy
- Managing time
- Managing finance
- Managing administration and information systems

Some of the specific functions will be explored in more detail in other study units of this module but a summary of it is necessary to familiarize you with all the aspects that need to be managed within the four main functions.

Firstly, we need to focus on planning.

Planning

"Prior proper planning prevent pitiful poor performance" – Dr John Tibane

Study chapter 14 of the prescribed text to complete the following exercises.

Individual activity

Name the different types of planning and describe each type in your own words

- Define the following concepts
    * Vision
    * Aim
    * Objectives
    * Strategy
    * Strategic plan
    * Project
- Describe how you will use the action spiral to plan change in a practice example
- Comprehensively describe how you will go about to develop a strategic plan for an organization
- Briefly explain how you will plan a project

Organizing

Organizing can be seen as one of the traditional processes in administration focusing on the actions required to make an organization or agency structural and functional (Skidmore, 1995: 108).

Leadership

Skidmore (1995: 144) defines leadership as follows:

"Leadership may be defined as both a position and an ability. As a position, it means that a person is responsible for the control of certain situations and is in a directing or guiding position. A leader may be at the head of an organization, agency, or activity. Leadership ability refers to the capacity or skill to influence relationships with others so that they will follow the path taken by the leader. Leadership involves the ability to bring about a desired change or action from or with others. It implies a kind of movement that invites others to follow in their thinking, feeling, or actions. A leader encourages people to benefit themselves and others".

Leadership as management function will be further discussed in study unit 5.

Control

Read through the discussion of control on page 35 of the prescribed textbook.

Individual activity

Write a paragraph of about 350 words in which you discuss control as management function in terms of its positive and negative aspects.

Group activity

Scenario

You are the manager of an imaginary NPO. Your organization plans to include a new project on assistance to clients in child headed households in a certain community. Compile a project plan for this venture. Focus your assignment on the following aspects:

- Formulate a vision for your organization
- Use the action spiral to guide the planned change
- Motivate the necessity or not for setting up a development sub-committee
- Strategic planning
- An evaluation of the suggested plan according to the stages of the project planning and management process

Length: 6-8 typed pages.

Date of submission: Refer to the schedule.

Reflection

Upon completion of this study unit you must be able to answer the following questions:

- What are the main functions of social work management?
- What specific management functions could be applicable in social work?
- Why is planning particularly important in social work management?

Study unit 5

STUDY THE SOCIAL WORK MANAGER AS LEADER

Study time

Approximately 15 hours have been allocated for the successful completion of this study unit.

Introductory information

This study unit stretches over chapter 4 of the prescribed book.

Study outcomes

After completion of this study unit you should be able to

- Describe the different management styles of the social work leader
- Demonstrate the ability to critically discuss and defend the typical leadership or management styles applicable to different conditions or groups
- Demonstrate knowledge, insight and comprehension of how these functions apply to social work practice
- Evaluate your own leadership/management style in terms of your knowledge, skills and qualities.

Study hints

- **Refer to Lewis, Packard and Lewis, 2012: 16-17**

Leadership and management are interconnected and a good leader should have some skills and abilities that are applicable to any work setting. These skills and abilities may include good interpersonal and professional relationships, decision-making skills, problem solving abilities, the ability to organize and work systematically.

According to Coulshed and Mullender (2006: 98-99) an effective leader:

- Is considerate, friendly, supportive, fair and objective
- Is enthusiastic, builds confidence and inspires others
- Gives credit where it is due, and appreciates suggestions and ideas

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- Encourages participation in decision-making

- Lets the staff know what is expected of them

- Sets specific goals, measures progress and gives concrete feedback

- Is aware of training and development needs, across the whole team or organization

- Keeps everyone informed about decisions and developments

- Acts decisively in sorting out work-related problems

- Delegates authority and responsibility appropriately

- Emphasizes the importance of each person working at his or her best

- Devises plans in advance, including for contingencies

- Makes sure that the team coordinates its activities

- Enables the team to get on with its work

- Establishes contacts with outsiders to promote liason

- Represents the team's needs to senior managers and is persuasive in negotiations with them for resources, staffing allocations and so on

- Helps to settle conflicts and disagreements among the team members

- Takes action if people do not pull their weight of if they violate the rules

- Does all the above for the administrative as much as the professional staff

- Ensures the team occasionally has some fun together, as part of wider team-building

Leaders may have different leadership styles. These styles can also be described as m bed text.

Individual activity

Do the following exercises:

- Summarize the different management styles

- Motivate which management style you find most appropriate for a social work manager in about 50 words

- Explain how the social work manager will go about to determine which style to use for different situations.

Study hints

Now that you are familiar with the different management styles, it is important to explore the knowledge, skills and qualities that a social work manager should have. You can find this on page 41 of the prescribed text. After reading through this section, reflect on the following:

- At this stage of the module, do you think you have the basic knowledge about social work management?

- What knowledge do you think you lack?

- What personal and interpersonal skills and qualities do you have that would make you a good manager?

- What personal and interpersonal skills and qualities do you lack?

Bring your reflective answers along for the next contact session.

Study unit 6

THE ROLES AND TASKS OF A SOCIAL WORK MANAGER

Study time

Approximately 12 hours have been allocated for the successful completion of this study unit.

Introductory information

This study unit stretches over p 41- 43 of the prescribed text.

Study outcomes

After completion of this study unit you should be able to

- Describe the different roles and tasks of the social work manager
- Demonstrate the ability to critically discuss the management roles as defined by Belbin and apply it to a practice scenario in terms of individual roles and roles in a team
- Evaluate your own management potential in terms of your knowledge, skills and qualities

Study hints

According to Coulshed and Mullender (2006: 107-130) the social work manager should be involved in the following type of tasks:

- Control
- Conflict resolution and dealing with disciplinary matters
- Conducting meetings
- Dealing with management information
- Decision-making
- Delegation

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Most of these tasks will be dealt with in section C.

Individual activity

Thoroughly read through p 41-43 and complete the following excersises.

List the different roles that a manager can fulfill

- Are these roles exclusive to the manager? Motivate your answer in a paragraph of about 100 words

- Obtain some additional information from the library or a scientific database on R Meredith Belbin. Critically evaluate the roles and associated weaknesses of the characteristics associated with the roles.

Submit your critical evaluation of Belbin's roles in an assignment of about 2 typed pages

SECTION C:
What needs to be managed?

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Study unit 7

MANAGING COMMUNICATION AND DECISION-MAKING

Study time

Approximately 20 hours have been allocated for the successful completion of this study unit.

Introductory information

This study unit stretches over Chapters 6-8 of the prescribed text.

Leeruitkomstes

After completion of this study unit you should be able to

- Cooperate in a team, coordinate a team and identify challenges in teamwork and make practice suggestions on how to overcome such obstacles
- Take complicated decisions on practice scenarios through the application of the DECIDE framework
- Demonstrate the ability to manage the cycle associated with meetings in terms of applicable processes and administration
- Distinguish between the different types of management reports and defend the necessity of such reports in social work practice.

Individual activity

Please read through chapter 6 of the prescribed book and complete the following exercises:

- Define teamwork in your own words and motivate why it is an important aspect in social work management
- Identify the main challenges in teamwork and formulate your suggestions on how to overcome these challenges.
- Explain why consensus and voting are important elements of the decision-making process.
- Do you think Belbin's roles, as discussed in study unit 6, can be applied to teamwork and overcoming the challenges associated with teamwork?

Small group activity during the contact session.

During the contact session you will receive a number of practice scenarios which require proper decision-making. In small groups, follow the DECIDE framework to guide your group to come to a decision.

Managing Meetings

Study the content of chapter 7 of your prescribed text book and then complete the following individual exercises:

- Describe the rationale for having meetings in about 250 words
- Critically discuss the meetings cycle illustrated on page 60.
- Compile a list of at least 20 concepts associated with meetings and define each of these concepts in your own words.
- Prepare yourself to act as the chair of a meeting during a simulated meeting in the next contact session.
- Prepare yourself to take minutes during a simulated meeting in the next contact session

Individual Assignment

Describe and critically discuss the roles, responsibilities and activities of the chair of a meeting. Your assignment should be about 2 typed pages.

Managing communication and reports

Thoroughly read through chapter 8 of the prescribed text book and answer the following questions:

- What should be included in any form of communication to make it effective?
- What is the purpose of communication?
- What is an annual report and why is it an important document for the social work manager
- How can electronic communications contribute towards the administrative responsibilities of the social work manager.

Group assignment

Obtain the annual report of any welfare organization. Evaluate the report in terms of its structure, accessibility and contents. Come to a conclusion regarding the quality of the report and make recommendations on how this report could be improved. Write your evaluation according to a structure and headings of your group's choice on no more than 2 pages. Remember to attach the annual report that you have evaluated to your assignment.

Study unit 8
MANAGING PEOPLE

Study time

Approximately 20 hours have been allocated for the successful completion of this study unit.

Introductory information

This study unit stretches over Chapters 9-13 of the prescribed text.

Leeruitkomstes

After completion of this study unit you should be able to

- Describe processes and activities associated with staff recruitment and selection
- Demonstrate insight in the core tasks associated with personnel management in a welfare organization
- Critically debate and evaluate the importance of continuous training and learning of social workers, social auxiliary workers and volunteers in any welfare organization against the Continuous Professional Development Policy of the South African Council for Social Service Professions
- Demonstrate the ability to identify potential conflict situations in the work environment and to outline strategies to deal with such conflict in the practice situation
- Describe and explain work related stress and the risk of professional burn-out in social work practice and formulate a stress management programme

Individual activity

Managing staff recruitment and selection

Thoroughly read through chapter 9 of the prescribed text book and do the following exercises

Visit the following website of the South African Department of Labour

http://www.labour.gov.za/legislation

Under the section 'Legislation' you will find the Basic Guides to follow in terms of employment in South Africa. Familiarize yourself with the short titles of these legislation.

- List the stages in the process of recruitment and selection
- What should be included in the job description
- employees look like:
  * A social worker
  * An administrative assistant
  * A volunteer
- List the titles of all the applicable employment legislation that the social work manager will have to consider when appointing staff
- List the tasks of the manager in the process of selection interviewing
- Explain your understanding of contracted-out work
- Write an essay of about 500 words on the management of volunteers in welfare organization
- Describe the term induction
- What is meant by a probationary period in terms of the appointment of staff?

Managing people and their work

Read through chapter 10 of the prescribed text. You will also have to include the following information on supervision in your preparation to do the exercises to follow.

According to the Terminology Committee for Social Work (1995:64) supervision can be defined as the "…process whereby a supervisor performs educational, supportive and administrative functions in order to promote efficient and professional rendering of services".

- Kadushin and Harkness (2002:23) point out that supervision in socal work has three overlapping functions:
- The administrative function
- The educational function
- The supportive function

The following table offers a summary of the tasks associated with each function in supervision

TABLE 1: TASKS ASSOCIATED WITH THE FUNCTIONS IN SUPERVISION

ADMINISTRATIVE SUPERVISION	EDUCATIONAL SUPERVISION	SUPPORTIVE SUPERVISION
• Staff recruitment and selection	• Staff development	• Management of work related stress
• Induction and placement of the worker	• In-service training	• Burn-out prevention
• Work planning	• Educational assessment	
• Work assignment		
• Work delegation		
• Monitoring, reviewing and evaluation		
• Coordination of work		
• Communication		
• Advocacy		
• Community liaison		

Individual activity

Now that you have an overview of the management of people, please do the following exercises

- Describe personnel management in a paragraph of about 100 words
- List the functions of social work supervision and describe your understanding of the tasks associated with each function.
- Indicate what you will focus on during a staff performance evaluation.
- Critically discuss the role of supervision in social work management.
- Illustrate your understanding of the procedures associated with disciplinary action and dismissal.

Managing training and learning

This section focuses on chapter 11 of the prescribed book, as well as the Policy for Continuous Professional Development (CPD) of the South African Council for Social Service professions (SACSSP).

Read through the material and answer the following questions:

- What is CPD?
- Critically discuss the rationale behind CPD for social workers.
- List the types of training and learning within welfare organizations
- Briefly explain what should be included in a staff development policy

Managing differences and conflict

Read through chapter 12 of the prescribed book.

Write an essay of about 1000 words on conflict management. Focus your discussion on the following:

- The causes of conflict
- The role of positions and issues in conflict
- Conflict resolution strategies
- A conclusion about the reality of conflict in the work situation

Managing stress

Read through chapter 13 as preparation for a discussion during the contact session.

Please note that you will further explore stress management during the fourth study year in Modules BSWG 471

For the successful completion of this module you should be able to answer the following questions:

- What is stress?
- What are the major stressors that have to be managed?
- Describe how type A and type B personalities deal with stressful situations.
- Explain what is meant by the stress cycle and indicate how this cycle impact on organizations.
- List the warning signs for recognizing burn-out
- Describe in a paragraph of about 300 words how a organization can improve the work environment in an attempt to manage stress among staff.

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Study unit 9

MANAGING EXTERNAL RELATIONSHIPS AND DAY-TO-DAY ACTIVITIES

Study time

Approximately 18 hours have been allocated for the successful completion of this study unit.

Introductory information

This study unit stretches over Chapters 19-24 of the prescribed text.

You will also have to study the Non-Profit Organisations Act, Act 71 of 1997.

Leeruitkomstes

After completion of this study unit you should be able to

- Distinguish between grants, service agreements (business plan) and contracts
- Critically discuss the necessity for continuous change in terms of funding
- Define and describe terminology and activities associated with partnerships.
- Critically discuss and evaluate the types of policies in a welfare organization.
- Demonstrate the ability to apply time management skills and strategies in a practice scenario.
- Distinguish between financial responsibility and accountability
- Define and describe the financial terminology associated with social work management
- Demonstrate the ability to interpret the financial statements of a welfare organization
- Develop an administrative system for a welfare organization.

Individual activity

Managing contracts and service agreements

Please note that the prescribed book refers to the concept service agreement. In South Africa we rather use the term business plan. In Module BSWG418 you will do a detailed study unit on writing business plans.

Please study chapter 19 to complete the following exercises:

- Distinguish between a grant, a contract and a service agreement.
- Motivate why continuous change in terms of funding is necessary
- Describe the contents of a contract

Managing partnerships

Read through chapter 20 of the prescribed book and do the following exercises:

- Explain your understanding of partnerships in the management of a welfare organization.
- Define networking in your own words.

Managing policies and practice

Read through chapter 21 of the prescribed book and get an overview of the Non-Profit Organisations Act, Act 71 of 1997.

- Discuss the rationale for policies in a welfare organization.
- Although Act 71 of 1997 is legislation rather than a policy, read through this act and come to a conclusion regarding the potential influence of this legislation on the typical policies of a welfare organization.

Managing time

Read through chapter 22 in preparation for the next contact session.

Please find the worksheet on time management in Addendum A of this study guide. Complete the worksheet for a period of 4 days prior to the next contact session. Bring your completed worksheet along to the next contact session.

Managing finance

Read through chapter 23 of the prescribed book and answer the following questions.

- List the financial responsibilities of a social work manager
- List the financial terminology that you think the social work manager should be familiar with

Managing information and administration

Please study chapter 24 of the prescribed book.

With this background in mind, illustrate your view of the administrative system of a welfare organization. Bring your illustration along for discussion during the next contact session.
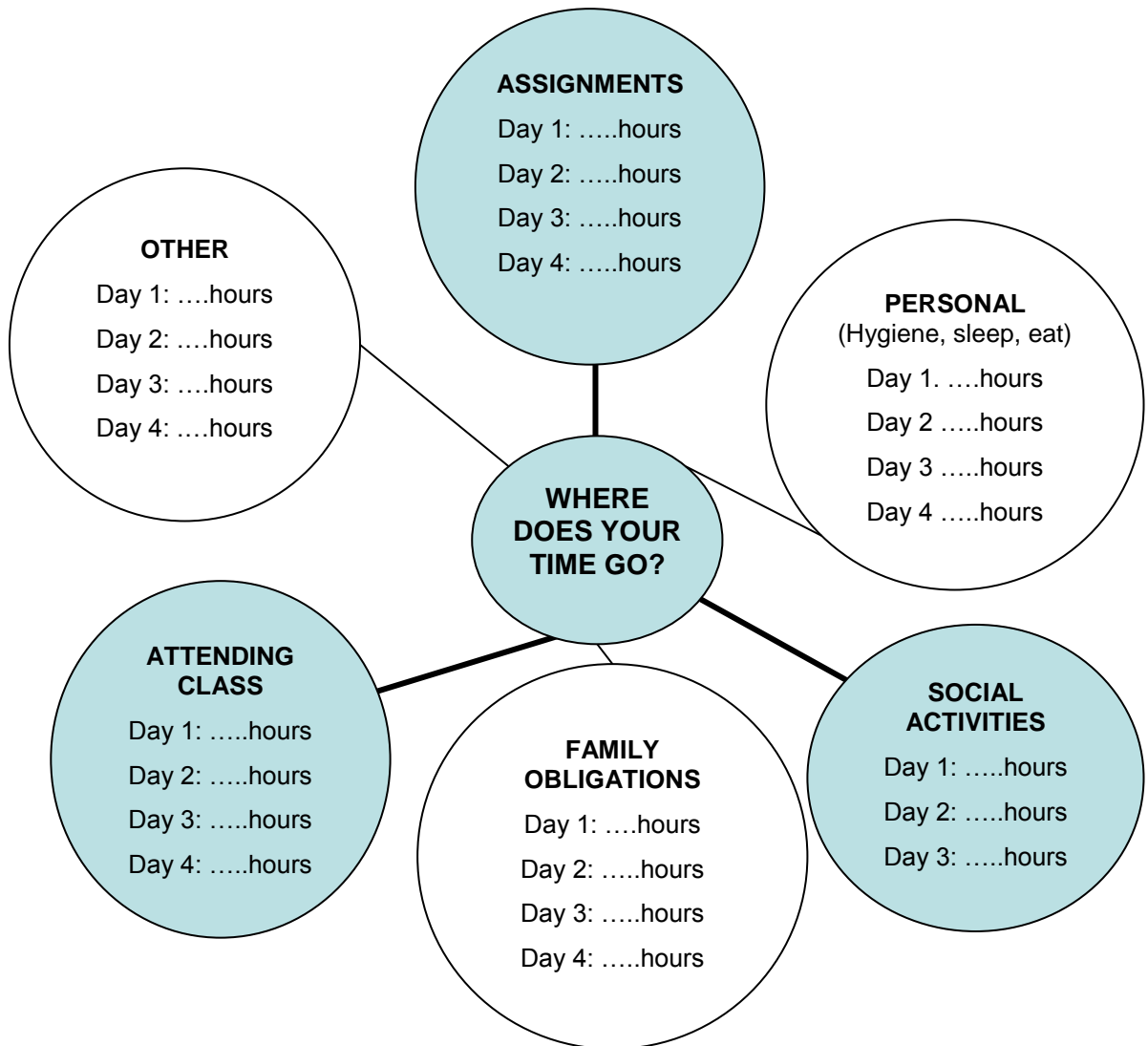
ADDENDUM A: The management worksheet

NAME OF STUDENT: ……………………….............……………………………....

UNIVERSITY NUMBER: ……………………….............……………………………

DATES OF COMPLETION: ……………………….............………………………….

DATE OF SUBMISSION: ……………………….............…………………………....

Complete the number of hours spent on all the activities in the circles for a period of 4 days

ASSIGNMENTS
Day 1: …..hours
Day 2: …..hours
Day 3: …..hours
Day 4: …..hours

OTHER
Day 1: ….hours
Day 2: ….hours
Day 3: ….hours
Day 4: ….hours

PERSONAL
(Hygiene, sleep, eat)
Day 1. ….hours
Day 2 …..hours
Day 3 …..hours
Day 4 …..hours

WHERE DOES YOUR TIME GO?

ATTENDING CLASS
Day 1: …..hours
Day 2: …..hours
Day 3: …..hours
Day 4: …..hours

FAMILY OBLIGATIONS
Day 1: ….hours
Day 2: …..hours
Day 3: …..hours
Day 4: …..hours

SOCIAL ACTIVITIES
Day 1: …..hours
Day 2: …..hours
Day 3: …..hours

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Now that you have an overview of how you spend your time, reflect on the following issues:

- Your attitude towards time
- How your immediate environment as a student impact on your time management
- Your ability to delegate some tasks
- Your existing time planning strategies
- A strategy on how you can manage your time more effectively

WRITE DOWN YOUR STRATEGY IN TERMS OF TIME MANAGEMENT

_____

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