



HSM450: HUMAN SERVICES ADMINISTRATION

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course introduces students to human services management. Students gain a basic understanding of organizational management perspectives by exploring issues of staff supervision and oversight as well as administrative planning in a human services organization.

Course Overview:

In this course, you will gain a deeper understanding of the human services administration profession. Topics include organizational structure and culture, hiring and training in human services, engagement with community stakeholders, program implementation, and evaluation process. Particular emphasis focuses on leadership and management in human service organizations, service delivery system, budget and financial planning, supervision, and managerial problem-solving. The course concludes with a discussion on you planning your strategies and developing your leadership skills in the field human services.

Course Learning Outcomes:

1. Demonstrate an understanding of the management of human service organizations.
2. Explore concepts related to employee engagement, empowerment, and teamwork.
3. Define quality supervision management and evaluation processes.
4. Define and analyze organizational structure and culture.
5. Gain understanding of hiring practices, functional teams, organizational meetings, and employee training.
6. Demonstrate managerial problem solving, engagement with stakeholders, and change management.
7. Gain a basic understanding of global trends for human services programs and management.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

Harley-McClaskey, D. (2017). *Developing human service leaders* (1st ed.) Sage Publishers Inc. ISBN 9781483393100

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 and 2 in *Developing Human Service Leaders*
- Berkel, R., & Knies, E. (2016). Performance management, caseloads and the frontline provision of social services. *Social Policy & Administration*, 50(1), 59–78.
- Jones, T. M., Donaldson, T., Freeman, R. E., Harrison, J. S., Leana, C. R., Mahoney, J. T., & Pearce, J. L. (2016). Management theory and social welfare: contributions and challenges. *Academy of Management Review*, 41(2), 216–228.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Option #1: Leadership and Management Theories

For this assignment you will assume the role of a supervisor for a Family Service Unit in a state-run child welfare organization. You have five case managers that report to you. You report to a Manager who reports to the Deputy Director.

It is the end of the month and the manager reveals a report from her deputy director that the family service unit is in non-compliance with state regulations for monthly home visits. In other words, the case managers in your unit did not meet the required two home visits mandated by state law. Your manager asks you to provide a report to the deputy director that addresses the following items:

- What steps are being taken to address the issue?
- How will your team ensure compliance in the following months?
- Describe what you will do to ensure this issue does not occur again.
- In a summary discuss a management approach that could be utilized with your unit explaining why you believe this approach will be effective.

Your two-to-three-page report must support your claims by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Option #2: Comparison Chart

Create a chart or table that compares and contrasts how human services organizations are managed and led in nonprofits, for profits and government organizations. Ensure you include the following for each type of organization:

- How they are governed?
- How they are led?
- How human resources are managed?
- How staff are supervised?
- How programs are evaluated?
- How finances are managed?

After you have prepared this chart or table, write a one-page justification on a leadership/management approach that should be used in each organization. Support your justification by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Mastery Exercise (10 points)

Module 2

Readings

- Chapters 5 and 8 in *Developing Human Service Leaders*
- Evans, S. D., & Kivell, N. (2015). The transformation team: An enabling structure for organizational learning in action. *Journal of Community Psychology*, 43(6), 760–777.
- Felype Neis, D., Fernandes Pereira, M., & Antonio Maccari, E. (2017). Strategic planning process and organizational structure: Impacts, confluence and similarities. *Brazilian Business Review (Portuguese Edition)*, 14(5), 479–492.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Option #1: Organizational Structure

You are a program manager for a homeless shelter in Detroit, MI, and you are asked to design an organizational chart for your newly assigned supervisors. You report to the head of the shelter. As a program manager you oversee volunteers and the staff assigned to the program. You have ten full time staff members and about 25 volunteers who are responsible for securing supplies and donations, community outreach, and working directly with the homeless to ensure they are taken care of. There are two assigned supervisors that will assist you in the oversight of the shelter.

You will be presenting this chart at next month's staff meeting. In preparation for the meeting you will be submitting a memo to your boss addressing these items (be sure to include the organizational chart in the memo):

- List the positions on the chart and create a chain of command.
After you have created your organizational chart, write a summary of how these positions fit into the overall functioning of the organization.
- Explain why this structure would lead to a positive and productive organizational culture.

Your two-to-three-page memo must support your claims by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Option #2: Program Development and Monitoring

You are a director of programs in a large human services organization. Part of your role is to determine when a new program needs to be developed to meet an unmet need in your community. You have seen an increase in bullying behavior at your local school district and believe a bullying prevention program could address this issue. Prepare a memo to the leadership of your organization. In the memo, describe the program you would implement and how it would be managed. Describe how you would fund the program and how you would ensure the program is successful. Describe how this program would be included in the structure of your organization and how it could impact the culture of your organization.

Your two-to-three-page memo must support your claims by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Mastery Exercise (10 points)

Module 3

Readings

- Chapters 3 and 6 in *Developing Human Service Leaders*
- Kolar, D., Skilton, S., & Judge, L. (2016). Human resource management with a volunteer workforce. *Journal of Facility Planning, Design, and Management*, 4(1).
- Mosley, J., & Smith S. R., (2018). Human service organizations. *Management, Leadership & Governance*, 42(2), 113–122. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/23303131.2018.1425953>
- Watson, L. D., & Hoefer, R. A. (2016) The joy of social work administration: An exploratory qualitative study of human service administrators' positive perceptions of their work. *Journal of Social Work Education*, 52(2), 178–185.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 4

Readings

- Chapter 9 in *Developing Human Service Leaders*
- Davis, R., Girth, A., & Stazyk, E. (2016). Social and technical determinants of perceived contract performance: Rules, autonomy, and ethics. *Public Performance & Management Review*, 39(3), 728–755.
- Frey, J. J., Hopkins, K., Osteen, P., Callahan, C., Hageman, S., & Ko, J. (2017). Training social workers and human service professionals to address the complex financial needs of clients. *Journal of Social Work Education*, 53(1), 118–131.
- Lee, W. (2017). Sustainability of nonprofit human service organizations in a neighborhood context. *Nonprofit Management and Leadership*, 28(1), 11–24.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (80 points)

Option #1: Financial Planning

You are a newly hired upper manager of a human services organization. You have discovered that the organization has been operating without any budget and financial planning is nonexistent. You need to convince the leadership of the need for a clear financial plan and budget. Prepare a memo that makes a case for a financial planning process. In your memo, include the necessary elements of a financial plan. Discuss how the budget should be developed and what should be included in the budget. Discuss how the budget should be monitored and who should be involved in this process.

Your two-to-three-page memo must support your claims by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Option #2: Financial Budget

You are the financial manager of an Emergency Housing human services organization. Your organization has obtained a \$350,000 contract to develop family housing. You will now need to develop a one-year budget for this program. Using an excel spreadsheet prepare a one-year budget for this program.

The budget should include revenues from the contract as well as any additional revenues you think are appropriate. The budget lines should include these expenses:

1. Salaries for:
 - Program Director,
 - Supervisor,
 - Case Manager,
 - Outreach Worker, and
 - Marketing Coordinator.
2. Administration of Service Delivery for:
 - Medical Services,
 - Drug Treatment,
 - Counseling,
 - Education/Career Services, and
 - Mental Health.
3. Other expenses as you see appropriate

For your budget, use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules if needed.

Mastery Exercise (10 points)

Module 5

Readings

- Chapter 12 in *Developing Human Service Leaders*
- Brown, W., Andersson, A., & Jo, F. (2016). Dimensions of capacity in nonprofit human service organizations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27(6), 2889–2912.
- Groen, B., Wilderom, C., & Wouters, M. (2017). High job performance through co-developing performance measures with employees. *Human Resource Management*, 56(1), 111–132.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Career Development Assignment: Networking

For this assignment, you should first complete the following tasks:

- Build a 90% complete profile on LinkedIn.
- Research professional organizations within your degree field.
- Make a list of people who could serve as a professional mentor or career coach for you.

Then develop a well-written paper that includes the following:

- Describe the role that networking can play in your professional life.
- Explain what you're doing to keep your "professional brand" consistent across social and professional platforms.
- List at least two professional organizations within your degree field and describe the value you could gain by becoming a member of these organizations.
- Discuss the steps you could take to developing a professional connection with a mentor or career coach.

Your two-to-three-page paper must support your claims by utilizing at least two references beyond the textbook, be formatted according to the CSU-Global Guide to Writing and APA Requirements, and include a screenshot of your LinkedIn profile that shows you have built a 90% complete profile.

Mastery Exercise (10 points)

Module 6

Readings

- Chapter 7 in *Developing Human Service Leaders*
- Font, S., & Maguire-Jack, K. (2015). Decision-making in child protective services: Influences at multiple levels of the social ecology. *Child Abuse and Neglect*, 47, 70.
- Madsen, W. C. (2016). Narrative approaches to organizational development: A case study of implementation of collaborative helping. *Family Process*, 55(2), 253–269.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (80 points)

Option #1: External Collaborations: Engagement with Community Stakeholders

You are the project lead responsible for coordinating a collaboration between city government and several human services organizations to deal with an increase in teen pregnancies in your community. Develop a plan of action to encourage these organizations to work together to address this issue. Your plan should include how you would bring these organizations together to discuss the issue, how frequently you will meet, and how you will manage the meetings. You should also address how you will monitor services that any of the organizations agree to provide. Suggest a method of evaluating whether or not your collaboration has been effective.

Your two-to-three-page plan of action must support your claims by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Option #2: Planning: Employee Engagement, Empowerment and Teamwork

You are the program director and were recently awarded a grant for \$150,000 funding for a community partnership initiative to implement an after-school program. The first meeting is scheduled to be held in one month.

You are responsible for running the meeting. Prepare an outline you will use to plan for the meeting. This outline should include the steps necessary to organize the group and the steps you plan to take at the meeting to organize this partnership initiative. In addition, prepare the agenda for the meeting to be held with the community partners.

Your two-to-three-page outline and agenda must support your claims by utilizing at least two references beyond the textbook and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Mastery Exercise (10 points)

Module 7

Readings

- Chapter 11 in *Developing Human Service Leaders*
- Berkel, R., & Knies, E. (2016). Performance management, caseloads and the frontline provision of social services. *Social Policy & Administration*, 50(1), 59–78.
- Crişan, E., & Pop, M. (2016). Developing a logic model for a local community program. *Managerial Challenges of the Contemporary Society*, 9(2), 22–26.
- Hall, J., Imburgia, T., Bloomquist, K., Kim, J., Pierce, B., Jagers, J., . . . Hensel, D. (2017). Partnership for multimethod evaluation in child welfare: Title IV-E waiver demonstration program. *Child Welfare*, 95(5), 59–78.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapters 4 and 13 in *Developing Human Service Leaders*
- Chandler, J., Bell, L., Berg, E., & Barry, J. (2015). Social work in movement: Marketisation, differentiation and managerial performativity in Sweden and England. *International Journal of Social Work and Human Services Practice*, 3(3), 109–117.

- Mccann, K., & Kowalski, C. (2015). An analysis of human and community service organization directors' self-efficacy levels associated with their financial management, advocacy, and marketing skills. *Journal of Nonprofit Education and Leadership*, 5(2).
- Neis, D. F., Pereira, M. F., & Maccari, E. A. (2017). Strategic planning process and organizational structure: Impacts, confluence and similarities. *BBR: Brazilian Business Review*, 14(5), 479–492.
- Stephens, J. H. (2017). Eight themes in strategic planning: Reflections from a year of focused learning. *Planning for Higher Education*, 45(4), 118-124.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (350 points)

Option #1: Evaluation of Global Organization

Select a global human services organization that holds interest for you as a human services professional (i.e., Africare, CLASP [Connective Link Among Special Needs Programs] International, and Servas). Review the organization's website, any related press releases, and journal articles that mention its programs or accomplishments. Address these items regarding the organization you select:

- What it is about this organization's services that interests you as human services professional?
- How is the organization structured and who are the stakeholders (Board of Directors, investors/funding sources, management team, government agencies, and clients, for example)?
- Any information the organization lists regarding employee engagement, motivation, benefits, and/or recognition.

Additionally, imagine you have been hired as a supervisor within this organization. Address these elements: How you would incorporate a contemporary management theory with your staff?

- How you would incorporate a motivational theory with your staff?
- What traits or experience you look for when hiring new employees?
- Describe how you would orient and train new staff in the organization.
- Describe the challenges you would face in managing a global organization.
- Describe how you would evaluate the effectiveness of the organization, including staff and program effectiveness.
- Describe how you would manage and monitor finances and contracts within the organization.

Your evaluation should be eight-10 pages long, including all eight of the components, and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Your evaluation must support your claims by utilizing at least six references beyond the textbook. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

Option #2: Case for the Establishment of a Human Services Organization

You are a community leader who has identified a human service need in your community that must be addressed. You can choose any issue (i.e., domestic violence, homelessness, teen suicide, etc.). Prepare a report that makes a case for the creation of a human services organization to address this need. You will need to first identify whether or not the organization should be a nonprofit, for profit or government organization. Your report should address these items:

- Describe how the organization will be managed through leadership and strategic planning.
- Describe human resource management processes and how staff will be supervised.
- Describe the process for planning and evaluating programs, services, and operational functions.
- Describe the process for developing budgets and monitoring expenditures.
- Describe how grants and contracts will be negotiated.
- Describe legal and regulatory issues and risk management.
- Describe the professional development activities staff will need to engage in.
- Describe the recruitment and management of volunteers needed for a nonprofit organization.
- Describe the role leadership will play in constituency building and other advocacy techniques such as lobbying, grassroots movements, and community development and organizing.

Your report should be eight-10 pages long, including all eight of the components, and be formatted according to the CSU-Global Guide to Writing and APA Requirements. Your report must support your claims by utilizing at least six references beyond the textbook. Use the CSU-Global library to find additional appropriate scholarly/academic references beyond the references given in the modules.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.