

MSW Comprehensive Examination Study Guide 2008  
Management and Community Practice Concentration

1. The history and context of social welfare administration, including the evolution of the bureaucratic organizational structure and alternative organizational structures. Understand the strengths and weaknesses of each organizational structure.
2. The history and evolution of community practice in the social work profession, including the models of community practice.
3. Social welfare trends and how they shape management style and skills.
4. Issues of innovation and change within social welfare organizations, including issues of client-centered management.
5. Management styles, dimensions, roles, skills in macro practice. What is most appropriate given the type of agency (non-profit) & social welfare trends?
6. Managing non-profits: problems, challenges, barriers, and strategies of managers.
7. The concepts of leadership and stewardship within social work organizations. Elements of leadership, barriers, challenges, leadership styles.
8. Values and ethical issues in management, particularly as they relate to social and economic justice, poverty, and populations-at-risk.
9. Policy practice in organizations and community: coalitions, policy networks, and advocacy, including intra/inter-organizational collaboration and coalition-building.
10. Knowledge of professional roles and skills to work with organizations and communities with diverse urban populations.
11. Knowledge of the major organizational issues related to multiple funding sources, such as grants, contracts, and fee-for-services.
12. Consider the implications of the NASW Code of Ethics for agency administrators and community planners, particularly in relation to for-profit human service organizations.
13. Develop a social problem statement and needs assessment.
14. Knowledge of social planning models.
15. Knowledge of program development and elements of system.
16. Knowledge of performance measurement in social welfare.

References

Use your course syllabi as a guide to texts, references and course content. In addition, you may want to consult with the following additional references:

- Bennis, W. (1989). *Why leaders can't lead: The unconscious conspiracy continues*. San Francisco: Jossey-Bass.
- Druker, P. (1992). *Managing the non-profit organization: Principles and practices*. NY: HarperBusiness.
- Edwards, R. L., Yankey, J. A., & Altpeter, M. A., Eds. (1998). *Skills for effective management of nonprofit organizations*. Washington, DC: NASW Press.
- Kirst-Ashman, K. K. & Hull, G. H., Jr. (2001). *Generalist practice with organizations and communities*. Belmont, CA: Brooks/Cole.
- Montana, P. & Charnov, B. (1993). *Management*. NY: Barron's Educational Series, Inc.

- Netting, F. E., Kettner, P. M., & McMurty, S. L. (1993). *Social work macropractice*. White Plains, NY: Longman.
- Rothman, J., Erlich, J. L., & Tropman, J. E. (Ed.). (2001). *Strategies of community intervention* (6<sup>th</sup> Ed.). Itasca, Ill: F.E. Peacock Publishers, Inc.
- Skidmore, R. (1995). *Social work administration: Dynamic management and human relations*. NY: Allyn & Bacon.
- Tropman, J. E., Erlich, J. L., & Rothman, J. (Ed.). (2001). *Tactics and techniques of community intervention* (4<sup>th</sup> Ed.). Belmont, CA: Brooks/Cole.