

DELAWARE TECHNICAL & COMMUNITY COLLEGE
COLLEGE WIDE COURSE SYLLABUS

CAMPUS: Terry
DEPARTMENT: Human Services
COURSE: HMS 222 Program Leadership
INSTRUCTOR NAME: Telephone: E-mail:
PREREQUISITES: HMS 121, ENG 121, RDG 120
CO-REQUISITES: None
COURSE HOURS AND CREDITS:3:0:3

COURSE DESCRIPTION:

Essential elements and principles involved in the development, organization, supervision, promotion, and evaluation of various types of community programs are examined. Emphasis is placed on student acquisition of knowledge and skill needed to successfully work as a team member in various human service settings.

TEXT: Lewis, Judith, A., Packard, Thomas R., Lewis, Michael, D. Management of Human Service Programs. Brooks/Cole.
MATERIALS: None
METHOD OF INSTRUCTION: Campus Classroom
MANUALS: None
DISCLAIMER: None

CORE CURRICULUM COMPETENCIES (CCC)

(Approved by President George and President's Council 8/25/98; Rev. 4/27/06)

The graduate will be able to:

1. Communicate clearly and effectively both orally and in writing.
2. Demonstrate effective problem solving and reasoning skills.
3. Work effectively in groups of people from diverse backgrounds.
4. Demonstrate ethical and professional understanding and conduct.
5. Apply appropriate information literacy skills to locate, evaluate and use information effectively.
6. Use computer technology appropriate to the field.
7. Use scientific and mathematical reasoning appropriate to the technology.

The Core Curriculum Competencies apply to all Associate Degree programs at the College. These are incorporated into each curriculum either by a course or by being integrated into coursework. These competencies are incorporated into each program review employer survey.

HUMAN SERVICES TECHNOLOGY PROGRAM GRADUATE COMPETENCIES (PGC) 2-2004

The graduate will be able to:

1. Create and maintain effective and professional documents relevant to Human Services agencies.
2. Interact ethically and professionally within the Human Services field.
3. Apply information to identify client's strengths, weaknesses, and resources to create a treatment plan.
4. Provide effective client services at an entry level by utilizing professional Human Services principles and practices.
5. Establish effective working relationships within the Human Services arena.
6. Apply basic management and leadership skills in Human Services environments, including time management, organization, and the ability to follow directions.
7. Utilize feedback to assess the effect of oneself on Human Services outcomes and make adjustments accordingly.

COLLEGEWIDE CORE COURSE PERFORMANCE OBJECTIVES: (CCPO)

The student will be able to:

1. Explain leaderships functions, principles, characteristics, styles, and methods. (PGC 2, 5, 7; CCC: 1, 2, 3, 4.)
2. Explain the principles, types, and methods of the essential elements of leadership including planning and goal setting, program evaluation, problem-solving and conflict management, and effective communication. (PGC 2, 5, 7: 1, 2, 3, 4.)
3. Explain supervisory styles, principles, and methods including use of authority, responsibility, power, decision-making, delegation, performance planning and appraisal, and motivation. (PGC 2, 5, 7; CCC: 1, 2, 3, 4.)
4. Explain types of agency funding, budgets, and guidelines for their use. (PGC 2, 5, 7; CCC: 1, 2.)
5. Differentiate leadership from management. (PGC 2, 5, 7; CCC: 2.)
6. Use organizational theory to analyze and assess program functioning. (PGC 2, 5, 7; CCC: 2.)
7. Apply the principles and methods of planning and goal setting, program evaluation, problem-solving and conflict management, supervision, and effective communication to agency settings. (PGC 2, 5, 7; CCC: 1, 2, 3, 4.)
8. Compare leaderships characteristics and use of principles and methods to his/her own professional and personal self. (PGC 2, 5, 7; CCC: 2, 3, 4.)
9. Formulate a personal leadership philosophy statement using leadership concepts including the identification of short and long-term career goals. (PGC 1, 2, 5, 7; CCC: 1, 2, 3, 4.)

MEASURABLE PERFORMANCE OBJECTIVES: (MPO)

The student will be able to:

1. Explain leadership's functions, principles, characteristics, styles, and methods.
 - 1.1 *List and explain the main functions of leadership.*
 - 1.2 *List and explain the principles, which guide the application of the leadership functions explained in 1.1.*
 - 1.3 *Identify and describe leadership characteristics.*
 - 1.4 *Identify and/or describe various leadership styles.*
 - 1.5 *Identify and/or explain methods of leadership is they relate to supervision and management within human services workplaces.*

2. Explain the principles, types, and methods of these essential elements of leadership including planning and goal setting, program evaluation, problem-solving and conflict management, and effective communication.
 - 2.1 *Identify and/or explain the principles, types, and methods of each of the essential elements of leadership as indicated in 2.*
 - 2.2 *Apply these essential elements of 2.1 to case scenarios, which require selection of the most effective leadership and followership responses.*
3. Explain supervisory styles, principles, and methods including uses of authority, responsibility, power, decision-making, delegation, performance planning and appraisal, and motivation.
 - 3.1 *Explain the purpose(s) of supervision in human services organizations.*
 - 3.2 *Identify and/or list and explain key supervisory styles.*
 - 3.3 *Identify and discuss the principles upon which each supervisory style listed in 3.2 is based.*
 - 3.4 *Select and describe the types of methods employed to effectively supervise a group and/or team.*
4. Explain types of agency funding, budgets, and guidelines for their use.
 - 4.1 *Identify and explain various types of agency funding, budgets, and guidelines.*
5. Differentiate leadership from management.
 - 5.1 *Define leadership and management including characteristics shared and those distinctively different.*
 - 5.2 *Identify behaviors of influence as those signifying leadership or management.*
6. Use organizational theory to analyze and assess program functioning.
 - 6.1 *Identify and/or explain key organizational theories in such a manner as to be able to apply these to the analysis and assessment of program functioning.*
 - 6.2 *Apply 6.1 to case scenarios.*
7. Apply the principles and method of planning and goal setting, program evaluation, problem-solving, and conflict management, supervision, and effective communication to agency settings.
 - 7.1 *Analyze and make recommendations for leadership and management responses to case scenarios representing typical agency operations.*
8. Compare leadership's characteristics and use of principles and methods to his/her own professional and personal self.

- 8.1 *Write position paper, which compares leadership characteristics and use of principles and methods to his/her own professional and personal self.*
9. Formulate a personal leadership philosophy statement using leadership concepts including the identification of short and long-term career goals.
- 9.1 *Prepare a written personal leadership philosophy statement, which evidences application of the leadership concepts studied during this course.*
- 9.2 *Develop and explain the rationale for specific short and long-term career goals that will guide one's professional and personal development in leadership competencies.*

EVALUATION CRITERIA:

Students will demonstrate proficiency on all Measurable Performance Objectives at least to the 75% level. The final grade will be derived from the following:

Examinations

60%

There will be three examinations in the course that will average to 60% of the final grade. The exams may contain a variety of question types including multiple choice, matching, true/false, short answer, and essay. The questions will reflect the competencies within this course syllabus. You are expected to make up any missed exams within one week of your return to class, and to complete retests within the time parameters and guidelines of your instructor. Make-up exams may not be in the same format as the scheduled exam. You must contact the instructor for details as to where and when to complete the make-up exam.

Homework and/or group work:

15%

(MPO 1-9)

You will be expected to complete homework assignments and/or in-class activities. These will be assigned by your instructor and must be completed per his/her instructions and timelines. The homework and activities may include but not be limited to text-based activities, instructor provided handouts, small group work, and/or case scenarios, and one or more web-based activities. No missed in-class activities may be made up due to the nature of the activity.

Philosophy of Leadership

10%

(MPO 9)

Using information and insights gained from this course, and guidelines from your instructor, you will write a "Philosophy of Leadership" paper. The paper must be 2-4

pages, typed, double-spaced, with a font no larger than 12. This paper will become part of the course Capstone Project and must be included in your Professional Portfolio.

Leadership Position Paper
(MPO 8-9)

15%

Using information gained from this course and guidelines from your instructor, you will write a "Position Paper" that compares leadership characteristics, principles, and methods to your current style of person presentation when interacting with others. You will evaluate your strengths and weaknesses and indicate methods and/or plans for improvement. You will also discuss both short and long-term professional career goals and state how you will utilize and/or develop specific leadership characteristics that will help you achieve your stated goals. This paper will become part of the course Capstone Project and must be included in your Professional Portfolio.

Capstone Project:

- Title Page
- Position Paper
- Personal Leadership Philosophy Statement

See Measurable Performance Objectives for detailed expectations and requirements.

Grades will be computed using the following grading scale:

92 -100 = A
83 - 91 = B
75 - 82 = C
0 - 74 = R

Students are responsible for reading the campus Student Handbook for information on Academic Standing Policy, Academic Honesty Policy, Student Rights and Responsibilities, and other policies relevant to their academic progress.