

SOCW3010

Organisational Practice

Term 3, 2022



Course Overview

Staff Contact Details

Convenors

Name	Email	Availability	Location	Phone
Alison Wannan	a.wannan@unsw.edu.au	Please email for an appointment	Morven Brown, Level 1, Room 134	Contact via Teams
Frank Darkwa Baffour	f.baffour@unsw.edu.au	Please email for an appointment	Morven Brown, Level 1, Room 170	923480867

Tutors

Name	Email	Availability	Location	Phone
Evangeline Arulrajah	e.arulrajah@unsw.edu.au	Please email for an appointment		Contact via email

School Contact Information

School of Social Sciences

Room 159

Morven Brown C20

email: soass@unsw.edu.au

phone: 02 9385 1807

Acknowledgement of Country

UNSW Arts, Design and Architecture Kensington and Paddington campuses are built on Aboriginal Lands. We pay our respects to the Bidjigal and Gadigal peoples who are the Custodians of these lands. We acknowledge the Aboriginal and Torres Strait Islander peoples, the First Australians, whose lands, winds and waters we all now share, and pay respect to their unique values, and their continuing and enduring cultures which deepen and enrich the life of our nation and communities.



Image courtesy of the Office of the Pro Vice-Chancellor Indigenous [UNSW's Indigenous strategy](#)

Course Details

Units of Credit 6

Summary of the Course

This course provides a critical and practical examination of social work practice in organisations. It introduces organisational and management theories and considers their relevance for social work settings. You will examine the tensions inherent in professionalism and contemporary ideas about management and the management of change in organisations and the importance of planning and evaluating for change. The course explores and examines strategies for effective and ethical practice in organisations. Issues-based and experiential learning provides a basis for the development of organisational skills, such as skills in negotiation, advocacy, teamwork, program planning, supervision and the management of information.

Course Learning Outcomes

1. Articulate important organisational issues involved in social work practice, including the relationship between social work and management, and the role social workers can take in leading and facilitating organisational change.
2. Critically evaluate organisational processes in hypothetical organisations and in organisations in which they have worked.
3. Consolidate practice skills developed in earlier courses and apply these to organisational work.

Teaching Strategies

This course focuses on social work practice in organisations because the social work role is largely shaped by the human services organisations which employ social workers. Students are introduced to theory and knowledge about organisations and management, and consider their relevance for the contexts in which social workers operate. The course also considers the opportunities within organisations to further social work's professional agenda. As stated above a strategic, ethical and reflective approach to organisational practice is encouraged.

Teaching in this course is predicated on the assumption that students are adult learners who are preparing for professional practice as social workers in a few months time and who will be building on their existing knowledge and various skills acquired in earlier courses and through life experience. Students are expected to take active responsibility for their own learning and that of their classmates.

Assessment

This course will assist you to understand the organisational context in which social workers practice as well as how a social worker can be an *'effective organisational operator'* - a person who works within organisations as well as works strategically for social justice and human rights. You are likely to work in a range of organisations during your career. These organisations could vary from large to small government agencies (e.g. Commonwealth, State or Local governments), as well as community-based agencies or large multifaceted NGOs. Some agencies will primarily focus on service delivery, while others will work in advocacy, policy and development. These agencies have a range of structures, cultures and management approaches. This course uses critical analysis and reflection as a stimulus for learning about professional practice in organisations.

Each of the two assessments has a strong practice focus and are structured to prepare you for professional practice in a diverse range of social work contexts. By critically reflecting on your experience on placement and/or your work in a human services agency you will develop an understanding about the importance of organisational contexts.

The first assessment provides you with the opportunity to critically reflect on how human service organisations operate and how this impacts social work practice.

In the second assessment you will critically reflect on your organisational experiences on your Level 3 placement and/or in your workplace. You will develop knowledge and skills about social workers can work effectively in organisations to engage with contemporary challenges facing human services, while placing the client or service user at the centre.

Assessment task	Weight	Due Date	Course Learning Outcomes Assessed
1. Blog Posts - Practice concepts development	40%	16/10/2022 11:00 PM	1, 2
2. Practice Reflection Essay	60%	25/11/2021 11:00 PM	1, 2, 3

Assessment 1: Blog Posts - Practice concepts development

Assessment length: 1,500 +/- 10%

Due date: 16/10/2022 11:00 PM

1500 words (total).

Blog posting allows for practice reflection to be a shared learning process between students and will assist your work in human service organisations where ideas about practice change can be shared and negotiated through dialogue.

Students will receive individual written feedback within 10 working days of submission. The feedback sheet/rubric will be available to students at the start of the course so that they can work towards specified standards.

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Additional details

Students will make five short blog posts over the course of weeks 1 to 5. Each post is 375 words long (give or take 10%) including 1-3 references. As part of each blog post you can also include a photo, graphic or meme which captures your experience and thoughts. Each week you should also engage with and comment on the post of at least one other student. This post can be shorter (150-200 words) Please be mindful of key social work values, including respect, social justice and professional integrity as you are developing your post. See Moodle about how to post your comments to your tutorial group each week. In class formative feedback will be given in Week 3 tutorials. This feedback will help you in deciding which posts to select to submit for Assessment 1.

You will select three of your blog posts as well as two responses you made to other students for Assessment 1 (1,500 words +/-10%). This document will be submitted through Turnitin. More information, including a detailed marking rubric is available on Moodle.

Assessment 2: Practice Reflection Essay

Assessment length: 2,500 words +10%

Due date: 25/11/2021 11:00 PM

2,500 words.

Students will write an essay on a topic relevant to the course.

Students will receive written feedback and a numerical grade within ten working days of submission. The feedback sheet/rubric will be available to students at the start of the course so that they can work towards specified standards.

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Additional details

The purpose of this assessment is to bring together key learnings from the course about social work practice in organisations. You will critically reflect on your learning by linking course material and theory with your experiences and observations about your placement agency or a human service organisation where you work part time. You will write a reflective essay which answers the question: "*What key practice issues have you learnt about social work practice in human service organisations?*"

In writing this essay you will critically reflect on 4 topics from the course. This means you will select:

- 3 of the 7 issues covered in Weeks 2, 3, 4, 5, 8, 9 and 10
- 1 of the organisational theories explored in Week 7.

For each of the 4 practice areas you select you will (i) briefly describe your practice experience (ii) use organisational and management literature to analyse your practice, before finally (iii) reflecting on the implications of your learning for your future social work practice. In developing your critical analysis you should combine personal reflections with academic literature. You should write in the first person when discussing your experience. A detailed essay guide and marking rubric is available on Moodle.

Attendance Requirements

In Term 3 2022 SOCW3010 has the following attendance requirements.

LECTURE ATTENDANCE:

All lectures are provided as an online recording which will be available on Monday mornings. Please review the lecture recording before attending your tutorial.

TUTORIAL ATTENDANCE:

Our tutorials are highly interactive and you are expected to attend all tutorial classes. If you select the two on-campus options (Wednesday 11am - 1pm and Wednesday 2pm - 4pm) please attend in person unless absolutely not possible, as this is a strength and a unique component of the degree at UNSW. If you are able to attend the hybrid class on Wednesday 4-6pm in person that would be fabulous.

Partnerships and collaboration between students and educators are particularly important in social work learning. As well, to maintain our accreditation as a provider of social work education, it is important that each student finds themselves in an environment where they are able to experience all content to a high level of depth and engagement. For this reason, active participation and commitment to attendance is expected of all students.

Compassion and concern for student welfare is what we strive for in our provision of social work education and this is enabled by two-way communication. Communication is especially important when a student is experiencing learning barriers, particularly those which affect class attendance and completion of independent learning tasks.

To ensure that student learning and wellbeing is at the forefront of all decisions made, we encourage all students to communicate any barrier to attendance to your course convenor, lecturer or tutor as soon as possible, so a collaborative plan can be developed to work around these barriers. If your attendance is affected for a limited period of time, we will refer you to selected alternate tasks we have created to promote your access to vital content in this course. These alternative tasks can also be completed by students whose attendance is exemplary and who wish to extend their learning. We will expect you to take full responsibility and initiative for completing these alternate tasks and to ensure that in completing them you develop a good working knowledge of the content missed.

Our aim is to foster an environment where students feel comfortable coming forward regarding concerns about their learning and attendance. Based on experience, if your attendance drops below a certain level it is unlikely you will have the skills and knowledge to effectively achieve the learning outcomes of this course; which is why we highly encourage active attendance and participation. With effective communication and planning we endeavour to avoid situations where students feel they have not adequately engaged with the course, and therefore strongly encourage students to communicate any concerns as early as possible. We want to again emphasise the importance of collaboration and communication, and acknowledge the unique circumstances students may find themselves experiencing. Please email one of the course co-convenors - Alison Wannan (a.wannan@unsw.edu.au) or F.D. Baffour (f.baffour@unsw.edu.au), as soon as possible if COVID-related reasons prohibit on-campus attendance.

Course Schedule

[View class timetable](#)

Timetable

Date	Type	Content
O week: 5 September - 9 September	Online Activity	Introduce yourself: Post a short comment on your tutorial's welcome page.
Week 1: 12 September - 16 September	Lecture	Introduction. What is "organisational practice" and why does it matter for social work?
	Tutorial	Social work in contemporary human service organisations: What are the issues? Management and managerialism: What's the difference?
Week 2: 19 September - 23 September	Lecture	How does change happen in human service organisations?
	Tutorial	How do social workers experience organisational change? How might social workers influence organisational change?
Week 3: 26 September - 30 September	Lecture	What are different approaches to leadership in organisations?
	Tutorial	Do social workers lead differently? Social workers as practice leaders and managers
Week 4: 3 October - 7 October	Lecture	What are the issues, strengths and possibilities of cross agency collaboration? As Monday 3 Oct 2022 is a public holiday the lecture recording will be available from 9AM 4 October 2022.
	Tutorial	How can social workers drive local agency collaboration for change: What matters?
Week 5: 10 October - 14 October	Lecture	How do emotions impact organisational life?
	Tutorial	What is emotional labour & emotional intelligence? How can organisations address vicarious trauma experienced by staff?
	Assessment	Assessment 1: Blog Posts due 16 OCT 11PM
Week 6: 17 October - 21 October	Online Activity	As Week 6 is flexibility week so there will be no lectures or tutorials. We will provide online resources to support you develop critical reflections on organisational practice.

Week 7: 24 October - 28 October	Lecture	From bureaucracies to inclusive organisations: Six ways of understanding organisations
	Tutorial	How do different understandings about organisations influence social work practice and agendas for change? How do agency policies and practices, position descriptions, culture, power, organisational change and inclusion impact social work practice?
Week 8: 31 October - 4 November	Lecture	What are culturally safe and inclusive organisational practices?
	Tutorial	How do agencies progress a culturally safe workplace and services for First Nations peoples? How do mainstream organisations improve inclusivity for people from culturally and linguistically diverse communities?
Week 9: 7 November - 11 November	Lecture	Too risk adverse? Organisational approaches to decision making and risk
	Tutorial	To what extent do social workers have discretion when making decisions? How does the way organisations manage risk impact practice?
Week 10: 14 November - 18 November	Lecture	How do social workers manage their multiple accountabilities in organisations?
	Tutorial	What are you willing to do? How can the voices and lived experience of service users and clients influence organisational practice?
	Assessment	Practice reflection essay due 25 Nov 2022 at 11PM.

Resources

Prescribed Resources

Hughes, M. & Wearing, M. (2017) *Organisations and Management in Social Work: Everyday Action for Change*. Third Edition. London: Sage. Available to purchase as an e-book. Details are on Moodle.

Recommended Resources

Gardner, F. (2016) *Working with Human Service Organisations*. Second Edition. South Melbourne: Oxford University Press. Available as E book which you can access on the Course reading list on Moodle to access.

Many other readings are provided on the course Moodle site under the Leganto link. This link gives you direct access to the articles. Other additional readings may be added during the term. The many readings which are included in reading list reflect the diversity of social work practice. Each reading has been selected to provide you with an overview about key theoretical and practical principles. It is expected that you will read selected weekly readings prior to each class and that you will draw on these and other articles in your two assessments.

Students wishing to obtain high grades for assessment will need to demonstrate individual research and application of theory to policy and practice. Unless using references for historic purposes, it is suggested not to reference books or articles older than ten years (unless these are seminal articles that are commonly referenced). The more recent the better!

Course Evaluation and Development

Student feedback both formal via MyExperience and informal on the course will be gathered, and used to improve the student learning experience. A summary of how student feedback on SOCW3010 in 2021 influenced the design of SOCW3010 in 2022 is available on Moodle.

Submission of Assessment Tasks

Turnitin Submission

If you encounter a problem when attempting to submit your assignment through Turnitin, please telephone External Support on 9385 3331 or email them on externalteltsupport@unsw.edu.au

Support hours are 8:00am – 10:00pm on weekdays and 9:00am – 5:00pm on weekends (365 days a year). If you are unable to submit your assignment due to a fault with Turnitin, you may apply for an extension, but you must retain your ticket number from External Support (along with any other relevant documents) to include as evidence to support your extension application. If you email External Support, you will automatically receive a ticket number, but if you telephone, you will need to specifically ask for one. Turnitin also provides updates on their system status on Twitter.

Generally, assessment tasks must be submitted electronically via either Turnitin or a Moodle assignment. In instances where this is not possible, alternative submission details will be stated on your course's Moodle site. For information on how to submit assignments online via Moodle:

<https://student.unsw.edu.au/how-submit-assignment-moodle>

Late Submission Penalty

UNSW has a standard late submission penalty of:

- 5% per calendar day,
- for all assessments where a penalty applies,
- capped at five calendar days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request [Special Consideration](#) as early as possible before the deadline. Support with [Time Management is available here](#).

Academic Honesty and Plagiarism

Plagiarism is using the words or ideas of others and presenting them as your own. It can take many forms, from deliberate cheating to accidentally copying from a source without acknowledgement.

UNSW groups plagiarism into the following categories:

- Copying: Using the same or very similar words to the original text or idea without acknowledging the source or using quotation marks. This includes copying materials, ideas or concepts from a book, article, report or other written document, presentation, composition, artwork, design, drawing, circuitry, computer program or software, website, internet, other electronic resource, or another person's assignment without appropriate acknowledgement.
- Inappropriate paraphrasing: Changing a few words and phrases while mostly retaining the original information, structure and/or progression of ideas of the original without acknowledgement. This also applies in presentations where someone paraphrases another's ideas or words without credit and to piecing together quotes and paraphrases into a new whole, without appropriate referencing.
- Collusion: Working with others but passing off the work as a person's individual work. Collusion also includes providing your work to another student for the purpose of them plagiarising, paying another person to perform an academic task, stealing or acquiring another person's academic work and copying it, offering to complete another person's work or seeking payment for completing academic work.
- Inappropriate citation: Citing sources which have not been read, without acknowledging the "secondary" source from which knowledge of them has been obtained.
- Duplication ("self-plagiarism"): Submitting your own work, in whole or in part, where it has previously been prepared or submitted for another assessment or course at UNSW or another university.

The UNSW Academic Skills support offers resources and individual consultations. Students are also reminded that careful time management is an important part of study. One of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting and proper referencing of sources in preparing all assessment items. UNSW Library has the ELISE tool available to assist you with your study at UNSW. ELISE is designed to introduce new students to studying at UNSW, but it can also be a great refresher during your study.

Completing the ELISE tutorial and quiz will enable you to:

- analyse topics, plan responses and organise research for academic writing and other assessment tasks
- effectively and efficiently find appropriate information sources and evaluate relevance to your needs
- use and manage information effectively to accomplish a specific purpose
- better manage your time
- understand your rights and responsibilities as a student at UNSW
- be aware of plagiarism, copyright, UNSW Student Code of Conduct and Acceptable Use of UNSW ICT Resources Policy
- be aware of the standards of behaviour expected of everyone in the UNSW community
- locate services and information about UNSW and UNSW Library

Academic Information

Due to evolving advice by NSW Health, students must check for updated information regarding online learning for all Arts, Design and Architecture courses this term (via Moodle or course information provided).

Please see: <https://www.unsw.edu.au/arts-design-architecture/student-life/resources-support/protocols-guidelines> for essential student information relating to:

- UNSW and Faculty policies and procedures;
- Student Support Services;
- Dean's List;
- review of results;
- credit transfer;
- cross-institutional study and exchange;
- examination information;
- enrolment information;
- Special Consideration in the event of illness or misadventure;
- student equity and disability;

And other essential academic information.

Image Credit

Kubkoo, Stock Illustration ID: 1287264491, iStock.

CRICOS

CRICOS Provider Code: 00098G