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## **FORMS AND CONSEQUENCES OF MANAGEMENT IN CHILD AND YOUTH WELFARE SERVICES**

As a result of the new public management, child and youth welfare services are challenged to “become businesslike” (Clarke/Newman 1997) by devolution, contract management and the implementation of quality management. The social work discourse concerning the associated increased significance of social management is controversial: While some see a chance for modernization and professionalization of social work in the new mode of coordination, critics fear the contrary namely a deprofessionalization. In accordance to the new institutional approach I presume that the implementation of quality management in social services is necessary, at least as an external representation, for the survival of the organizations (Meyer/Rowan 1977). Nevertheless it is not possible to draw conclusions for the service provision of the existence of formal management itself. The aim of my PhD-project is to examine the implementation of management and managerial ideas in child and youth welfare service organizations and associated forms of professional and organizational forms of adaptation and resistance. These results will serve as a basis for the extrapolation of consequences for the social work profession.

In organizational theory interventions are seen fundamentally problematic: in most cases the inner logic of organizations, which is generated by the needs of day-to-day work, the formal and informal structure, does not match with the criteria of relevance of the management strategy (Willke 1999). Therefore it can be expected that the moment management is implemented organizational resistances occur, which make relevant criteria of the organization and professionals visible. Therefore I intend to explore the implementation process of management strategies in several social service organizations.

The empirical research is a combination of quantitative and qualitative methods. By a longitudinal study, the implementation of different management strategies will be evaluated in 60 child and youth welfare service organizations. In order to deepen the findings and determine the professional self-conception, the process of implementation will also be accompanied ethnographically in some selected institutions. As a conclusion of my PhD-thesis the results will be discussed concerning the background of different professional theories. Approximately 500 social workers have taken part in the first survey so far.

Mainly the following points are open for discussion:

- Is the thesis precise enough for empirical research and if so, which are the possibilities to gather the specific information quantitatively?
- How can the quantitative and the qualitative survey be combined methodologically and conveniently?
- Which status does the theory gain concerning the empirical research?

## **References**

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