

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Social and Behavioural Sciences  
with effect from Semester A 2022 /2023**

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**Part I Course Overview**

**Course Title:** Social Welfare Management

**Course Code:** SS5112

**Course Duration:** One Semester

**Credit Units:** 3

**Level:** P5

**Medium of Instruction:** English

**Medium of Assessment:** English

**Prerequisites:**  
*(Course Code and Title)* Nil

**Precursors:**  
*(Course Code and Title)* Nil

**Equivalent Courses:**  
*(Course Code and Title)* Nil

**Exclusive Courses:**  
*(Course Code and Title)* Nil

## Part II Course Details

### 1. Abstract

This course aims to (a) facilitate students to learn and evaluate the relevance and importance of management concepts and theories in the context of major concerns and challenges facing the welfare sector, and (b) enable students to apply key management theories and concepts in not-for-profit organizations and social enterprises.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Identify what management is and analyze the changing roles and functions of management in the welfare field, with an emphasis on social accountability and ethical issues	20%	√		
2.	Describe and apply theories, concepts and principles of management including social planning and development, agency development and evaluation in the welfare field	40%	√	√	
3.	Discover and analyze critically contemporary management challenges and issues facing the social welfare sector in Hong Kong	40%	√	√	√
		100%			

*A1: Attitude*

*Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.*

*A2: Ability*

*Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.*

*A3: Accomplishments*

*Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.			Hours/week (if applicable)
		1	2	3	
TLA1: Lectures	Lectures cover management topics related to all CILOs, and will be used to explain the concepts, theories and methods of management and their application in the welfare field.	√	√	√	
TLA2: Interactive Learning Activities	Interactive learning activities include multi-media demonstrations, field visits, role plays and group exercises on theories and concepts of management.		√	√	
TLA3: Tutorial	Real cases will be used for students to apply creatively what they learn through lectures and recommended references in analyzing management issues and challenges in human services.	√	√	√	
	Students will form small groups to present management issues of their choice. They are required to conduct simple research (e.g. library search, interviewing informants) to analyse the causes and implications of the issues; and to suggest ways to handle the issues creatively. They are also required to involve other students in group discussion or other form of interactive learning activities during their presentation.	√	√	√	
TLA4: Guest Presentation	Managers of NGOs will be invited to share their experiences of and insight on managing changes and challenges in the welfare field.		√	√	
TLA5: Student consultation	Scheduled student group consultation is arranged to facilitate more teacher-student and student-student interaction and discussion, more in-depth learning and understanding of knowledge.		√	√	

#### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.			Weighting	Remarks
	1	2	3		
Continuous Assessment: 100%					
<u>AT1:</u>  Quiz with multiple choice and short questions: Concepts and theories learned in the course will be the focus of this quiz	√	√	√	30%	
<u>AT2: Individual paper</u>  Individual paper to investigate a selected management issue or challenge, with special focus on the integration of theory and practice in relation to a specific organizational context.	√	√	√	40%	
<u>AT3: Group Presentation</u>  Group presentation on a management issue or challenge in welfare service. The assessment will be conducted by both the teacher and peer members of the group.	√	√	√	20%	
AT4: Attendance and participation  Good attendance and full participation would allow for optimal grasp of course concepts and theories	√	√	√	10%	
Examination: <u>0</u> % (duration: _____, if applicable)				100%	

## 5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Quiz with multiple choice and short questions (30%)	1.1 Demonstration of ability to integrate concepts learned into real situations, applying the theories/concepts to answer the quiz questions	Outstanding	High	Marginal	Not reaching marginal levels
2. Individual paper (40%)	2.1 Ability to relate relevant theories and concepts to empirical observations 2.2 Ability to critically assess relevant issues on the management of human service organizations 2.3 Ability to generate insights on management issues 2.4 Ability to present the views and arguments in an organized and clear manner	Outstanding	High	Marginal	Not reaching marginal levels
3. Group presentation (20%)	3.1 Ability to explain, differentiate and make critical comment on concepts or theories 3.2 Ability to apply and integrate concepts/theories into practice 3.3 Ability to make interesting and clear presentation 3.4 Ability to involve all students of the tutorial groups	Outstanding	High	Marginal	Not reaching marginal levels
4. Participation (10%)	4.1 Active participation in class exercises 4.2 Full grasp of the material and concepts covered	Outstanding	High	Marginal	Not reaching marginal levels

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Quiz with multiple choice and short questions (30%)	1.1 Demonstration of ability to integrate concepts learned into real situation, applying the theories/concepts to answer the quiz questions	Outstanding	High	Moderate	Basic	Not reaching marginal levels

2. Individual paper (40%)	2.1 Ability to relate relevant theories and concepts to empirical observations 2.2 Ability to critically assess relevant issues on the management of human service organizations 2.3 Ability to generate insights on management issues 2.4 Ability to present the views and arguments in an organized and clear manner	Outstanding	High	Moderate	Basic	Not reaching marginal levels
3. Group presentation (20%)	3.1 Ability to explain, differentiate and make critical comment on concepts or theories 3.2 Ability to apply and integrate concepts/theories into practice 3.3 Ability to make interesting and clear presentation 3.4 Ability to involve all students of the tutorial groups	Outstanding	High	Moderate	Basic	Not reaching marginal levels
4. Participation (10%)	4.1 Active participation in class exercises 4.2 Full grasp of the material and concepts covered	Outstanding	High	Moderate	Basic	Not reaching marginal levels

### Part III Other Information (more details can be provided separately in the teaching plan)

#### 1. Keyword Syllabus

(An indication of the key topics of the course.)

##### 1.1 Fundamentals of Welfare Management

Topics to be covered may include: social work practice within the legal framework, classification of law, sources of law, legal research; Law making process- the legislature and courts; and the common law and various areas relevant to social work practice

##### 1.2 Functions of Management

Strategic Planning and Management, Social Planning and Development, Programme Planning, Organization Development, Human Resource Management, Organizational Structure, Motivation, Leadership and Supervision, Performance Appraisal, Marketing for Professional Services, Resource Management, Evaluation of Organizational Performance.

##### 1.3 Contemporary Management Challenges and Issues

Management of Change, Risk management, Social Enterprise Movement, Learning Organization, Quality Management, Social Responsibility, Managing Diversity

#### 2. Reading List

##### 2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Lewis, J. A., Packard, T. R., & Lewis, M., D. (2012). <i>Management of Human Service Programs</i> . (International Edition) (5 <sup>th</sup> ed.). US: Thomson Higher Education/Brooks/Cole.
2.	Weinbach, R. W. & Taylor, L.M. (2014). <i>The social worker as manager: A practical guide to success</i> . (7th ed.) Allyn & Bacon.

##### 2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Cocreating new business models for developing markets. <i>Long Range Planning</i> , 43(2), 326–342. <a href="https://doi.org/10.1016/j.lrp.2009.11.003">https://doi.org/10.1016/j.lrp.2009.11.003</a>
2.	Furman, R., & Gibelman, M. (2013). Coping with change. In <i>Navigating human services organizations</i> (pp. 206–221). Lyceum Books.
3.	Germak, A. J. (2015). Financial management. In <i>Essential business skills for social work managers</i> (pp. 25–48). Taylor & Francis.
4.	Germak, A. J. (2015). Marketing, sales, and communication. In <i>Essential business skills for social work managers</i> (pp. 79–102). Taylor & Francis.
5.	Hardina, D., Middleton, J., Montana, S. & Simpson, R.A. (2007). <i>An empowering approach to managing social service organizations</i> . Springer Publishing.
6.	Kotler, P. & Armstrong, G. (2012). <i>Principles of marketing</i> (14th ed.) Pearson Prentice Hall.
7.	Lawler, J., & Bilson, A. (2009). <i>Social work management and leadership: Managing complexity with creativity</i> . Routledge.
8.	Lee, W. (2016). Social work–business sector collaboration in pursuit of economic justice. <i>Social work</i> , 61(3), 209–216. <a href="https://doi.org/10.1093/sw/sww019">https://doi.org/10.1093/sw/sww019</a>

9.	Leung, T.T.F. (2011) Client participation in managing social work service – an unfinished quest. <i>Social Work</i> . 56 (1), 43–52. <a href="https://doi.org/10.1093/sw/56.1.43">https://doi.org/10.1093/sw/56.1.43</a>
10	Lewis, J. A., Packard, T., & Lewis, M. D. (2011). Planning and program design. In <i>Management of human service programs</i> (pp. 45–77). Thomson.
11	Meehan, W., & Jonker, K. (2018). <i>Engine of impact: Essentials of strategic leadership in the nonprofit sector</i> . Stanford Business Books, an imprint of Stanford University Press. Chapter 8: “Scaling,” pp. 186–212.
12	Meehan, W., & Jonker, K. (2018). <i>Engine of impact: Essentials of strategic leadership in the nonprofit sector</i> . Stanford Business Books, an imprint of Stanford University Press. Chapter 3: “Count What Counts,” pp. 77–100.
13	Mitchell, George E, & Calabrese, Thad, D. (2019). Proverbs of nonprofit financial management. <i>The American Review of Public Administration</i> , 49(6), 649–661. <a href="https://doi.org/10.1177/0275074018770458">https://doi.org/10.1177/0275074018770458</a>
14	Ng, S.H., Cheung, S.Y.L. & Prakash, B. (2010). <i>Social capital in Hong Kong: Connectivities and social enterprise</i> . City University of Hong Kong Press.
15	The Network for Social Work Management (2018). <i>Human Services Management Competencies</i> . Available: <a href="https://socialworkmanager.org/wp-content/uploads/2018/12/HSMC-Guidebook-December-2018.pdf">https://socialworkmanager.org/wp-content/uploads/2018/12/HSMC-Guidebook-December-2018.pdf</a>
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