City University of Hong Kong
Course Syllabus

offered by Department of Social and Behavioural Sciences
with effect from Semester A 2022/23

Part I   Course Overview

Course Title:	Strategic Leadership for Human Services
Course Code:	SS5315
Course Duration:	1 Semester
Credit Units:	3
Level:	P5
Medium of Instruction:	English, supplemented by Cantonese/Putonghua in live demonstration, skills rehearsal, and role-play exercises as situation requires
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 examines theories and models of leadership at the strategic level of human service organisations. In addition to learning and applying advanced concepts and theories in the Hong Kong context, students will have opportunities to reflect on their own leadership styles and practices through leadership assessment tools and interactive exercises. It aims to develop strategic thinking, theoretical understanding and self-awareness for those aspiring to for further leadership responsibilities in human services.

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 the concepts and theories of strategic leadership and analyse critically its relevance to human service organisations	20%	✓		
2.	Describe and apply selected theories of strategic leadership to cases and contexts of human service organisations in Hong Kong	50%	✓	✓	
3.	Assess and develop the leadership potential and practices of serving human service managers	30%	✓	✓	✓
		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 will cover the topics of strategic leadership related to all CILOs, including concepts, theories and applications of strategic leadership in human services.	✓	✓	✓				
TLA2: Leadership assessment	Students will experience assessment exercises in terms of quantitative evaluation, experiential exercises and role plays.			✓				
TLA3: Presentation	Students will learn through giving presentations on applying the concepts and theories of strategic leadership in cases in human service organizations.	✓	✓	✓				
TLA4: Leadership Seminars	Leaders in human service organizations will be invited to share their leadership experiences.	✓	✓					
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_%					
AT1: Discussion and reflection notes Reflection on lectures and other activities like guest presentation, assessment exercises and group presentation.	✓	✓	✓	10%	
AT2: Individual paper Individual paper to integrate theories and practices related to strategic leadership in human service organizations.	✓	✓	✓	60%	
AT3: Group Presentation Group presentation on cases of strategic leadership in human service organizations. .	✓	✓		30%	
Examination: ____% (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. Discussion and reflection notes (10%)	1.1 Active participation and reflection in class activities and discussion.	Outstanding	High	Moderate	Not reaching marginal levels
2. Individual paper (60%)	2.1 Ability to identify the concept of strategic leadership and analyze its relevance to human service organizations 2.2 Ability to critically assess relevant issues on the strategic leadership of human service organizations 2.3 Ability to generate insights on strategic leadership 2.4 Ability to present the views and arguments in an organized and clear manner	Outstanding	High	Moderate	Not reaching marginal levels
3. Group presentation (30%)	3.1 Ability to explain and differentiate critically the theories and concepts 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 presentation Groups	Outstanding	High	Moderate	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. Discussion and reflection notes (10%)	1.1 Active participation and reflection in class activities and discussion.	Outstanding	High	Moderate	Basic	Not reaching marginal levels
2. Individual paper (60%)	2.1 Ability to identify the concept of strategic leadership and analyze its relevance to human service organizations 2.2 Ability to critically assess relevant issues on the strategic leadership of human service organizations 2.3 Ability to generate insights on strategic leadership 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 (30%)	3.1 Ability to explain and differentiate critically the theories and concepts 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 presentation Groups	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. Overview of Strategic Leadership
       a. Conceptualizations
       b. Seven Functions of Strategic Leadership
  2. Recent Theory Development
       a. Strategic Leadership
       b. Transformative Leadership
       c. Servant and Service Leadership
       d. Emerging Approaches
  3. Strategy Thinking and Planning
       a. Vision Building
       b. Developing Strategic Thinking
       c. Strategic Implementation
  4. Building Teams and Organizations
       a. Board Members and Management Team
       b. Governance of Human Service Organizations
  5. Building Partnerships
       a. Policy-makers
       b. Funders
       c. Advocacy
  6. Fostering Organizational Culture and Climate
       a. Handling Change
       b. Developing Organizational Culture
  7. Developing Future Leaders
       a. Strategic Leadership Competencies
       b. 360º Leadership Assessment
       c. The Myers–Briggs Type Indicator (MBTI)

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.	Adair, J. E. (2010). *Strategic leadership: How to think and plan strategically and provide direction*. London: Kogan Page.
2.	Austin, D. M. (2002*). Human services management: Organizational leadership in social work practice.* New York: Columbia University Press.
3	Burghardt, S. & Tolliver, W. (2010). *Stories of transformative leadership in the human services:Why the glass is always full.* Los Angeles, CA: SAGE.
4	Golensky, M., & Mulder, C. A. (2006). Coping in a constrained economy: Survival strategies of nonprofit human service organizations*. Administration in Social Work, 30(3),* 5-24.
5	Hopkins, K., Meyer, M., Shera, W., & Peters, S. C. (2014). Leadership challenges facing nonprofit human service organizations in a post-recession era. *Human Service Organizations: Management, Leadership & Governance, 38(5),* 419-422.
4	Watson, L. D & Hoefer, R. A. (2014). *Developing nonprofit and human service leaders: Essential knowledge and skills.* Thousand Oaks, CA: SAGE.
5	Yukl, G. A. (2013). *Leadership in organizations.* Harlow, England: Pearson Education.

2.2 Additional Readings

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

Books and Journal Articles
1. Agard, K. A. (2011). *Leadership in nonprofit organizations: a reference handbook.* Thousand Oaks, CA: SAGE Publications.
2. Austin, M. J., Brody, R., & Packard, T. (2009). *Managing the challenges in human service organizations: A casebook.* Thousand Oaks, CA: SAGE Publications
3. Austin, M. J., Regan, K., Gothard, S., & Carnochan, S. (2013). Becoming a manager in nonprofit human service organizations: Making the transition from specialist to generalist. *Administration in social work, 37*(4), 372-385.
4. Bliss, D. L. (2015). Using the Social Work Advocacy Practice Model to Find Our Voices in Service of Advocacy. *Human Service Organizations: Management, Leadership & Governance, 39*(1), 57-68.
5 Brody, R. & Nair, M. D. (2014). *Effectively managing and leading human service, 4th edit*ion. Thousand Oaks, CA: SAGE.
6 Bryman, A., Collinson, D. L., Grint, K., Jackson, B., & Uhl-Bien, M. (Eds.) (2011). *The SAGE Handbook of Leadership.* Los Angeles: SAGE.
7 Drucker, P. F. (1990). *Managing the non-profit organization: Practices and principles.* New York: HarperCollins.
8 Dym, B., & Hutson, H. (2005). *Leadership in nonprofit organizations.* Thousand Oaks, CA: SAGE Publications.
9. Garner, L. H. (1989). *Leadership in human services: How to articulate and implement a vision to achieve results.* San Francisco, CA: Jossey-Bass.
10. Glisson, C. (2015). The role of organizational culture and climate in innovation and effectiveness. *Human Service Organizations: Management, Leadership & Governance, 39*(4), 245-250.
11. Golensky, M. (2011). *Strategic leadership and management in nonprofit organizations: Theory and practice.* Chicago, IL: Lyceum Books.
12. Harley-McClaskey, D. (2017). *Developing human service leaders.* Los Angeles: SAGE.
13. Hoque, Z., & Parker, L. D. (2015). *Performance management in nonprofit organizations: global perspectives.* New York: Routledge.
14. Liddell, M. (2003). *Developing human service organisations.* Frenchs Forest, Australia: Pearson Education Australia.
15. Olinske, J. L., & Hellman, C. M. (2016). Leadership in the Human Service Nonprofit Organization: The Influence of the Board of Directors on Executive Director Well-Being and Burnout. *Human Service Organizations: Management, Leadership & Governance*, 1-11.

16.	Patti, R. J. (Ed.) (2009). *The handbook of human services management.* Thousand Oaks, CA: SAGE.
17.	Phipps, K. A., & Burbach, M. E. (2010). *Strategic leadership in the nonprofit sector: Opportunities for research.* Journal of Behavioral and Applied Management, 11(2), 137.
18.	Riggio, R. E., & Orr, S. S. (2004). *Improving leadership in nonprofit organizations.* San Francisco, CA: Jossey-Bass.
19.	*The handbook of nonprofit governance.* (2010). San Francisco: Jossey-Bass.
20.	Wolfensberger, W. (2003). *Leadership and change in human services: Selected readings from Wolf Wolfensberger.* London: Routledge.
	Online Resources
21.	The Law Reform Commission Of Hong Kong Charities Sub-Committee (2011). *Consultation paper: charities.* Hong Kong: the Charities Sub-committee of the Law Reform Commission. Retrieved from http://www.gov.hk/en/residents/government/publication/consultation/docs/2011/Charities.pdf
22.	Wyatt, M. (2004). *A handbook of NGO governance.* Budapest: The European Center for Not-for-Profit Law. Retrieved from http://www.ecnl.org/dindocuments/455_Governance_Handbook.pdf