SS4111: MANAGEMENT AND SUPERVISION IN HUMAN SERVICES

Effective Term
Semester A 2022/23

Part I Course Overview

Course Title
Management and Supervision in Human Services

Subject Code
SS - Social and Behavioural Sciences
Course Number
4111

Academic Unit
Social and Behavioural Sciences (SS)

College/School
College of Liberal Arts and Social Sciences (CH)

Course Duration
One Semester

Credit Units
3

Level
B1, B2, B3, B4 - Bachelor's Degree

Medium of Instruction
Other Languages

Other Languages for Medium of Instruction
English, supplemented by Chinese (Cantonese) in live demonstration, skills rehearsal, and role-play

Medium of Assessment
English

Prerequisites
Nil

Precursors
Nil

Equivalent Courses
Nil

Exclusive Courses
Nil

Part II Course Details

Abstract

The major goal of this course is to promote students' understanding of and practice competence in being a first-line manager in human services, including social welfare and education. Students will also be exposed to current management issues facing the human service sector in Hong Kong.

Course Intended Learning Outcomes (CILOs)

	CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	apply theories, concepts and principles of management as a first-line manager of a human service organization;	40		x	
2	apply management approaches and skills creatively in supervising subordinates; and	30		x	
3	discover and analyze critically contemporary management challenges and issues facing human services in Hong Kong.	30	x	x	x

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 real-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.

Teaching and Learning Activities (TLAs)

	TLAs	Brief Description	CILO No.	Hours/week (if applicable)
1	Lecture	Concepts, theories, and methods of human service management are explained and compared with the use of powerpoint and other forms of audio-visual aids, including video demonstration. Interactive activities: students will be grouped into small groups of 2 to 4 to discuss and to apply managerial concepts and theories in case studies, or to analyze the causes and implications of contemporary management issues in human services. One minute note: At the end of the lecture, students will be invited to reflect on their learning in the session: this could be in the form of a concept map, key points of the topic that they find most difficult to understand in the session, or the major question that they want to raise. In the next lecture, the lecturer provides feedback based on students' concerns in their one minute notes.	1, 2, 3	2 hours

| 2 | 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. Group presentation: students will form into small groups to present management issues of their choice. They are required to conduct simple research (e.g. library search, interviewing informants) to analyze 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 learning activities during their presentation. | 1, 2, 3 | 1 hour2 hours/week for 4 weeks |

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Term paper	1, 2, 3	50	
2	Quiz	1, 2, 3	30	
3	Leading and Presenting in Tutorial	1, 2, 3	20	

Continuous Assessment (%)

100

Examination (%)

0

Assessment Rubrics (AR)

Assessment Task

1. Term paper

Criterion

1.1 Ability to relate relevant theories and concepts to empirical observations

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)
Moderate

Marginal (D)
Basic

Failure (F)
Not even reaching marginal levels

Assessment Task
1. Term paper

Criterion
1.2 Ability to critically assess relevant issues on the management of human service organizations

Excellent (A+, A, A-)
High

Good (B+, B, B-)
Significant

Fair (C+, C, C-)
Moderate

Marginal (D)
Basic

Failure (F)
Not even reaching marginal levels

Assessment Task
1. Term paper

Criterion
1.3 Ability to generate insights on management issues

Excellent (A+, A, A-)
High

Good (B+, B, B-)
Significant

Fair (C+, C, C-)
Moderate

Marginal (D)
Basic

Failure (F)
Not even reaching marginal levels

Assessment Task

1. Term paper

Criterion

1.4 Ability to present the views and arguments in an organized and clear manner

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Assessment Task

2. Quiz

Criterion

Ability to describe, differentiate and apply concepts and theories taught.

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Assessment Task

3. Leading and Presenting in Tutorial

Criterion

3.1 Ability to explain, differentiate and make critical comment on concepts or theories

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Assessment Task

3. Leading and Presenting in Tutorial

Criterion

3.2 Ability to apply and integrate concepts/theories into practice

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Assessment Task

3. Leading and Presenting in Tutorial

Criterion

3.3. Ability to make interesting and clear presentation

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Assessment Task

3. Leading and Presenting in Tutorial

Criterion

3.4 Ability to involve all students of the tutorial groups

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Part III Other Information

Keyword Syllabus

General introduction. Organization and management. Short term and strategic planning. Organization Structure. Human resource management. Leadership. Staff supervision. Team building. Total Quality Management. Financial management. Community liaison. Risk Management.

Reading List

Compulsory Readings

	Title
1	Lewis, J. A., Packard, T. R., & Lewis, M. D. (2012). Management of human service programs (International Student Edition) (5th Ed.). Belmont, CA: Thomson Higher Education/Brooks/Cole.
2	Weinbach, R. W. & Taylor, L.M. (2014). The social worker as manager: a practical guide to success. (7th ed.) Allyn & Bacon.

Additional Readings

	Title
1	Bornstein, D. (2007). How to change the world: social entrepreneurs and the power of new ideas. Oxford: Oxford University Press.
2	Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Cocreating new business models for developing markets. Long Range Planning, 43(2), 326–342. https://doi.org/10.1016/j.lrp.2009.11.003
3	Furman, R., & Gibelman, M. (2013). Coping with change. In Navigating human services organizations (pp. 206–221). Lyceum Books.

4	Germak, A. J. (2015). Financial management. In Essential business skills for social work managers (pp. 25–48). Taylor & Francis.
5	Germak, A. J. (2015). Marketing, sales, and communication. In Essential business skills for social work managers (pp. 79–102). Taylor & Francis.
6	Hardina, D., Middleton, J., Montana, S. & Simpson, R.A. (2007). An empowering approach to managing social service organizations. Springer Publishing.
7	Kotler, P. & Armstrong, G. (2012). Principles of marketing (14th ed.) Pearson Prentice Hall.
8	Lawler, J., & Bilson, A. (2009). Social work management and leadership: Managing complexity with creativity. Routledge.
9	Lee, W. (2016). Social work–business sector collaboration in pursuit of economic justice. Social work, 61(3), 209–216. https://doi.org/10.1093/sw/sww019
10	Leung, T.T.F. (2011) Client participation in managing social work service – an unfinished quest. Social Work. 56 (1), 43–52. https://doi.org/10.1093/sw/56.1.43
11	Lewis, J. A., Packard, T., & Lewis, M. D. (2011). Planning and program design. In Management of human service programs (pp. 45–77). Thomson.
12	Meehan, W., & Jonker, K. (2018). Engine of impact: Essentials of strategic leadership in the nonprofit sector. Stanford Business Books, an imprint of Stanford University Press. Chapter 8: "Scaling," pp. 186–212.
13	Meehan, W., & Jonker, K. (2018). Engine of impact: Essentials of strategic leadership in the nonprofit sector. Stanford Business Books, an imprint of Stanford University Press. Chapter 3: "Count What Counts," pp. 77–100.
14	Mitchell, George E, & Calabrese, Thad D. (2019). Proverbs of nonprofit financial management. The American Review of Public Administration, 49(6), 649–661. https://doi.org/10.1177/0275074018770458
15	Ng, S.H., Cheung, S.Y.L. & Prakash, B. (2010). Social capital in Hong Kong: Connectivities and social enterprise. City University of Hong Kong Press.