# THE EDUCATION UNIVERSITY OF HONG KONG

## Course Outline

## Part I

| | | |
|---|---|---|
| **Programme Title** | : | Master of Public Policy and Management |
| **Programme QF Level** | : | 6 |
| **Course Title** | : | Management of Social Services |
| **Course Code** | : | PPG6007 |
| **Department** | : | Department of Asian and Policy Studies |
| **Credit Points** | : | 3 |
| **Contact Hours** | : | 39 |
| **Pre-requisite(s)** | : | Nil |
| **Medium of Instruction** | : | EMI |
| **Course Level** | : | 6 |

## Part II

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing students with important graduate attributes.

In gist, the Graduate Attributes for Undergraduate, Taught Postgraduate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):
● **P**rofessional **E**xcellence;
● **E**thical **R**esponsibility; **&**
● **I**nnovation.

The descriptors under these three domains are different for the three groups of students in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:
1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
4a. Oral Communication Skills
4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

## 1. Course Synopsis

In the past two decades, managing social services has undergone drastic changes with the call for greater accountability in the delivery of social services with limited financial budgets as well as higher expectations for service quality. The objective of the course is to enhance students' knowledge of the social services sector and equip them with the skills to improve the sector's performance. Emphasis will be on practical and proven methods of management as well as innovative approaches consistent with best professional practices. The course will also cover a critical analysis of current social problems leading to responses of the community in formulation of social policies and organization of social services.

## 2. Course Intended Learning Outcomes (CILOs)

*Upon completion of the course, students will be able to:*

CILO$_1$: Articulate the perspectives and theories in analysing social problems leading to the formulation of strategies and policies in tackling them by the community.

CILO$_2$: Delineate the nature, roles and functions of social services at different levels of governments as well as non-governmental sectors and private markets.

CILO$_3$: Explain the models, principles and financial resources of organizing social services from governmental and non-profit sectors.

CILO$_4$: Review the different domains of managing non-governmental and non-profit agencies ranging from organizational structure, budgeting, staffing, performance monitoring, service quality to evaluation.

CILO$_5$: Articulate major impacts of environmental and social changes on managing social service organizations with knowledge and skills of latest managerial practices to tackle future changes.

## 3. Content, CILOs and Teaching & Learning Activities

| Course Content | CILOs | Suggested Teaching & Learning Activities |
|---|---|---|
| Identify the perspectives and models of analysing social problems and the subsequent organizing of various human service programmes to solve these problems. | *CILO$_{1-4}$* | ➢ Lectures: Presentation and discussion of the frameworks, concepts, practices and synthesis of key references. |
| Articulate the purpose and objectives of organizing and structuring social services from the governmental, non-governmental | *CILO$_{2,3}$* | ➢ Seminars: Students present case relevant to |

| | | current communication management issues, topics and scenarios. |
|---|---|---|
| and private sectors and their manifestations in human service organizations under political, economic, cultural and social considerations. | | |
| Explain and illustrate how social services are designed, structured, financed and delivered. | $CILO_{3,4}$ | ➢ Presentations: comparing and contrasting different policy approaches in promoting more socially cohesive and politically stable society. |
| Delineate the importance of private markets, influence of non-social service sectors and interests of other stakeholders in affecting the social service delivery system and practice. | $CILO_{4,5}$ | ➢ Web and library search. |
| Acquire latest knowledge, skills and tools in managing human service organizations with focus on their effectiveness in application. | $CILO_4$ | ➢ Reading lecture notes and key references. |
| Identify the issues and challenges encountered by human service organizations and possible changes. | $CILO_{1-4}$ | |

4.  **Assessment**

| Assessment Tasks | Weighting (%) | CILOs |
|---|---|---|
| (a) **Seminar Presentation and Discussion:** Students are required to work as a team and make a presentation; prepare questions and ideas for discussion; and encourage active participation among other members of the class. Require to submit a group report one week after presentation.(3,000 words in English) | 30% (15% will be given to individual student based upon work distribution & performance) | $CILO_{1-4}$ |
| (b) **Class Discussion and Participation:** Students are expected to read relevant readings before s/he attends the seminars and must participate actively in the discussion. | 20% | $CILO_{1-4}$ |
| (c) **Individual Essay:** Written presentation of information and argument of management issues of a human service organization. (3,000 words in English) | 50% | $CILO_{1-4}$ |

**5. Required Text(s)**

Brody, R. (2005). *Effectively managing human service organizations*. (3rd ed.). Thousand Oaks, CA: Sage Publications.

Kettner, P. M. (2002). *Achieving excellence in the management of human service organizations*. Boston, Mass: Allyn and Bacon.

Patti, R. J. (Ed.). (2009). *The handbook of human services management*. Thousand Oaks, CA: Sage Publications.

**6. Recommended Readings**

Denhardt, R. B., Denhardt, J. V., & Aristigueta, M. P. (2009). *Managing human behaviour in public and non-profit organizations*. Sage.

Gardner, F. (2006). *Working with human service organisations: Creating connections for practice*. South Melbourne, Vic.: Oxford University Press.

Gray, I., Field, R., & Brown, K. (2010). *Effective leadership, management and supervision in health and social care*. Exeter, UK: Learning Matters.

Hardina, D., Middleton, J., Montana, S., & Simpson, R. (2006). *An Empowering Approach to Managing Social Service Organizations*. Springer.

Hasenfeld, Y. (Ed.). (2010). *Human services as complex organizations*. (2nd ed.). Los Angeles: Sage Publications.

HKCSS. (1996). *Management of social services agencies: Casebook*. Hong Kong: Hong Kong Council of Social Services.

Law, K. (2011). Social responsibility in youth service organizations: Hong Kong Evidence. *Service Industries Journal, 31*(9), 1505-1517.

Leung, Z. C. S., Cheung, C. F., Chu, K. F., Chan, Y. C., Lee, W. B., & Wong, R. Y. W. (2010). Assessing knowledge asset: Knowledge audit of a social service organization in Hong Kong. *Administration in Social Work, 34*(4), 361-383.

Van Slyke, D. M. (2007). Agent or stewards: Using theory to understand the Government-Nonprofit social service contracting relationship. *Journal of Public Administration Research and Theory, 17*(2), 157-187.

**7. Related Web Resources**

Nil

**8. Related Journals**

*Administration in social work*

*Journal of Service Management*

*Journal of Human Services Management*

*Journal of Health and Human Services Administration*

*Nonprofit management and Leadership*

**9. Academic Honesty**

The University adopts a zero tolerance policy to plagiarism. For the University's policy on plagiarism, please refer to the *Policy on Academic Honesty, Responsibility and Integrity with Specific Reference to the Avoidance of Plagiarism by Students* (https://www.eduhk.hk/re/modules/downloads/visit.php?cid=9&lid=89). Students should familiarize themselves with the Policy.

**10. Others**

Nil

*Updated as of 6 June 2019*