

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/Unit	: Department of Social Sciences 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 Sub-degree, Undergraduate, Taught Postgraduate, Professional Doctorate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):

- Professional Excellence;
- Ethical Responsibility; &
- Innovation.

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 organisation of social services.

2. Course Intended Learning Outcomes (CILOs)

Upon completion of this course, students will be able to:

- CILO₁* : Articulate the perspectives and theories in analysing social problems leading to the formulation of strategies and policies in tackling them by the community.
- CILO₂* : Delineate the nature, roles and functions of social services at different levels of governments as well as non-governmental sectors and private markets.
- CILO₃* : Explain the models, principles and financial resources of organising social services from governmental and non-profit sectors.
- CILO₄* : Review the different domains of managing non-governmental and non-profit agencies ranging from organisational structure, budgeting, staffing, performance monitoring, service quality to evaluation.
- CILO₅* : Articulate major impacts of environmental and social changes on managing social service organisations 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.	<i>CILO₁₋₄</i>	➤ Lectures: Presentation and discussion of the frameworks, concepts, practices and synthesis of key references. ➤ Seminars: Students present case relevant to current communication management issues, topics and scenarios. ➤ Presentations: comparing and contrasting different policy approaches in promoting more socially cohesive and politically stable society. ➤ Web and library search.
Articulate the purpose and objectives of organising and structuring social services from the governmental, non-governmental and private sectors and their manifestations in human service organisations under political, economic, cultural and social considerations.	<i>CILO_{2,3}</i>	

Explain and illustrate how social services are designed, structured, financed and delivered.	<i>CILO</i> _{3,4}	➤ Reading lecture notes and key references.
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.	<i>CILO</i> _{4,5}	
Acquire latest knowledge, skills and tools in managing human service organisations with focus on their effectiveness in application.	<i>CILO</i> ₄	
Identify the issues and challenges encountered by human service organisations and possible changes.	<i>CILO</i> ₁₋₄	

4. Assessment

Assessment Tasks	Weighting (%)	CILO
(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% (Presentation 10% + report 20%)	<i>CILO</i> ₁₋₅
(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%	<i>CILO</i> ₁₋₅
(c) Individual Essay Written presentation of information and argument of management issues of a human service organisation. (3,000 words in English).	50%	<i>CILO</i> ₁₋₅

5. Use of Generative AI in Course Assessments

Please select one option only that applies to this course:

☐ **Not Permitted:** In this course, the use of generative AI tools is not allowed for any assessment tasks.

☑ **Permitted:** In this course, generative AI tools may be used in some or all assessment tasks. Instructors will provide specific instructions, including any restrictions or additional requirements (e.g., proper acknowledgment, reflective reports), during the first lesson and in relevant assessment briefs.

6. Required Text(s)

- Birrell, D., & Gray, A. M. (2017). *Delivering social welfare: Governance and service provision in the UK*. Policy Press.
- 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.
- Weinbach, R. W. (2015). *The social worker as manager: A practical guide to success*. (7th ed.).

7. Recommended Readings

- Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.
- 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.
- Gilbert, N., & Terrell, P. (2021). *Dimensions of social welfare policy*. University of California.
- Glennerster, H. (2017). *Understanding the Cost of Welfare*. Policy 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.

Kam, P. (2021). From the strengths perspective to an Empowerment–Participation–Strengths model in social work practice. *The British Journal of Social Work*, 51(4): 1425–1444.

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.

Social Welfare Department (2002). Leading Your NGO - Corporate Governance (A Reference Guide for NGO Boards) <https://www.swd.gov.hk/storage/asset/section/594/en/ngo/corp-gov-eng.pdf>

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.

8. Related Web Resources

Nil

9. 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

10. Academic Honesty

The University upholds the principles of honesty in all areas of academic work. We expect our students to carry out all academic activities honestly and in good faith. Please refer to the *Policy on Academic Honesty, Responsibility and Integrity* (<https://www.eduhk.hk/re/uploads/docs/000000000016336798924548BbN5>).

Students should familiarize themselves with the Policy.

11. Others

Nil

Updated as of 13 April 2026