THE EDUCATION UNIVERSITY OF HONG KONG

Course Outline

Part I

Programme Title	:	Bachelor of Social Sciences (Honours) in Policy Science and Management
Programme QF Level	:	5
Course Title	:	Management of Social Services
Course Code	:	SSC2263
Department	:	Asian and Policy Studies
Credit Points	:	3
Contact Hours	:	39
Pre-requisite(s)	:	Nil
Medium of Instruction	:	EMI
Course Level	:	2

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

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 the organisation of social services.

2. Course Intended Learning Outcomes (CILOs)

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

CILO$_1$: Examine 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$_3$: Apply 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; and

CILO$_5$: Critically analyse 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 and private sectors and their manifestations in human service organizations under political, economic, cultural and social considerations.	CILO$_{2,3}$	• Seminars: Students present case relevant to current communication management issues, topics and scenarios.
Explain and illustrate how social services are designed, structured, financed and delivered.	CILO$_{3,4}$	
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$_{4,5}$	• Presentations: comparing and contrasting different policy approaches in promoting more socially cohesive
Acquire latest knowledge, skills and tools in managing human service organizations with focus on their effectiveness in application.	CILO$_4$	
Identify the issues and challenges encountered by human service organizations and possible changes.	CILO$_{1-4}$	

		and politically stable society. • Web and library search. • Reading lecture notes and key references.

4. Assessment

Assessment Tasks	Weighting (%)	CILO
(a) **Class Discussion and Participation**: Students are expected to read relevant readings before s/he attends the tutorials and must participate actively in the discussion.	20%	$CILO_{1-4}$
(b) **Group Presentation and Discussion (1,500 words)**: 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. (15% will be given to individual student based upon work distribution and performance).	30%	$CILO_{1-5}$
(c) **Individual Essay (1,200-words)**: Written presentation of information and argument of management issues of a human service organisation.	50%	$CILO_{1-5}$

5. Required Text(s)

Brody, R. (2005). *Effectively managing human service organizations*. 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.* London: 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*. NY: 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 Health and Human Services Administration
Journal of Human Services Management
Journal of Service Management
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.

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