

SS4111: MANAGEMENT AND SUPERVISION IN HUMAN SERVICES

Effective Term

Semester A 2024/25

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.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lecture	Students will explore concepts, theories, and methods of human service management through interactive activities. Students will be assigned to 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.	1, 2, 3	3 hours

2	Tutorial	Students will use real cases to creatively apply what they've learned in lectures and readings, analyzing management challenges in human services. In small groups, students will present on management issues of their choice, conducting research (e.g., library searches, interviews) to explore causes and implications.	1, 2, 3	3 hours/week for 4 weeks
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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.
- 1.2 Ability to critically assess relevant issues on the management of human service organizations.
- 1.3 Ability to generate insights on management issues.
- 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.

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 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.