Subject Description Form

Subject Code	APSS4531
Subject Title	Current Management Practices and Issues in Human Service Organizations
Credit Value	3
Level	4
Pre-requisite / Co-requisite/ Exclusion	<u>Pre-requisite :</u> APSS331 Management in Human Services

Assessment Methods

100% Continuous Assessment	Individual Assessment	Group Assessment
1. Workshop, class/take home exercise	30 %	--
2. Seminar presentation	--	15 %
3. Participation and mini quiz	10 %	--
4. Seminar paper	45 %	--

Objectives	This subject will equip students with changing approaches, key concepts and skills in managing human service organizations, and current management issues in a rapidly changing social context.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. appreciate the diversities in the local and global contexts and identify their implications in the practice of human service management. b. identify and articulate approaches, concepts and skills in managing human service organizations in a rapidly changing context. c. analyze the current management issues in human service organizations
Subject Synopsis/ Indicative Syllabus	1. Changing contexts of human service organizations 2. Managerialism 3. Sustainability management 4. Change management 5. Green management

	6. Conflict management
	7. Health and safety management
	8. Employee wellbeing
	9. Issues: information access, utility and privacy; employee control vs empowerment; collaboration vs competition; internal and external customer relations.
Teaching/Learning Methodology	Lecture is the main teaching and learning methodology. As it is less interactive and more teacher-oriented, seminars and workshops are used to enable student's active participation. Through this process, students are not only able to consolidate their knowledge and skills, but also undergo integration, application, reflection and analysis.

Assessment Methods in Alignment with Intended Learning Outcomes

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		a	b	c			
1. Workshop, class/take home exercise	30 %	✓	✓	✓			
2. Seminar presentation and paper	60 %	✓	✓	✓			
3. Participation	10 %	✓	✓	✓			
Total	100 %						

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Workshops and exercises are good structured measures for students to apply what they have learned in class, while seminar is a relatively free measure for students to apply what they have learnt in a topic or area they choose. Individual paper with around 3000 words is a good way to reflect individual effort. As there is less concepts that have to be memorized, examination is not preferred. Rather, class exercise is a good and quick way to check the students' understanding on various concepts. Participation is a necessary process to achieve various outcomes.

Student Study Effort Expected

Class contact:	
▪ Lecture	26 Hrs.
▪ Seminar and workshop	12 Hrs.
Other student study effort:	
▪ Seminar presentation	25 Hrs.
▪ Seminar paper	30 Hrs.

	▪ Workshop exercise	15 Hrs.
	Total student study effort	108 Hrs.
Medium of Instruction	English supplemented with Chinese	
Medium of Assessment	English	
Reading List and References	Essential Brown, et al. (eds.) (2009). *The evoluation of the modern workplace. Cambridge.* Denhardt, R.B., Denhardt, J.V., & Aristigueta, M.P. (2009). *Managing human behavior in public and non-profit organizations*. Los Angeles: Sage. Dunphy, D., Griffiths, A., & Benn, S. (2007). *Organizational change for corporate sustainability: A guide for leaders and change agencies of the future.* London; New York: Routledge. Hasenfeld, Y. (2010). *Human services as complex organizations*. Los Angeles: Sage. Supplementary Armstrong, M. (2010). *Armstrong's essential human resource management practice.* London; Philadelphia: Kogan Page. Baker, D. (2007). *Strategic change management in public sector organizations.* Oxford: Chandos Publishing. Barraket, J. (2008). *Strategic issues for the not-for-profit sector.* Sydney, NSW: UNSW Press. Beerel, A.C. (2009). *Leadership and change management*. London: Sage. Brady, J., Ebbage, A., & Lunn, R. (Eds.). (2011). *Environmental management in organizations: the IEMA handbook*. London: Earthscan. Cameron, E., & Mike, G. (2009) *Making sense of change management: a complete guide to the models, tools & techniques of organizational change*. Kogan Page. Colling, T., & Terry, M. (2010). *Industrial relations: Theory and practice.* Chichester, West Sussex: Wiley. Cooney, R., & Stuart, M. (2012). *Trade unions and workplace training: Issues and international perspectives*. Routledge. Drobnic, S., & Guillen, A.M. (2011). *Work life balance in Europe: the role of job quality*. Palgrave Macmillan. Fetzer, A. & Aaron, S. (2010). *Climb the green ladder: Make your company and career more sustainable.* Chichester, West Sussex: Wiley.	

Goncalo, J.M.C. (Ed.) (2011). *Ethical issues and social dilemmas in knowledge management: Organizational innovation.* Hershey, PA: Information Science Reference.

Goncalves, M. (2007). *Change management: Concepts and practice.* ASME Press.

Groschl, S. (ed.) (2011). *Diversity in the workplace: Multi-disciplinary and international perspectives.* Gower ebook.

Hayes, J. (2010). *The theory and practice of change management.* Bassingstoke: N.Y.: Palgrave Macmillan.

Hitchcock, D., & Willard, M. (2006). *The business guide to sustainability: practical strategies and tools for organizations.* Earthscan.

Horrigan, B. (2010). *Corporate social responsibility in the 21st century: Debates, models and practices across government, law and business.* MA.: Edward Elgar.

Kaiser, S. (2011). *Creating balance? International perspectives on the work life integration of professionals.* Springer Link e-book.

Kausek, J. (2007). *Environmental management quick and easy: Creating an effective ISO14001 EMS in half of the time.* Milwaukee, WI: ASQ Quality Press.

Maltzman, R. (2011). *Green project management.* CRC Press.

Minwir, A. (Ed.) (2011). *Knowledge management in emerging economies: Social, organizational and cultural implementation.* Hershey, PA: Information Science Reference.

Project Management Institute (2013). *The standard for program management.* PA: Project Management Institute.

Reese, C.D. (2009). *Occupational health and safety management: A practical approach.* Boca Raton: CRC Press.

Robinson, J. A., Mair, J., & Hockerts, K. (2009). *International perspectives on social entrepreneurship.* Palgrave.

Social Enterprise Alliance. (2010). *Succeeding at social enterprise: Hardwon lessons for non-profits and social entrepreneurs.* Jossey-Boss.

Thompson, J. L. (2010). *Strategic management: Awareness and change.* South-Western Cengage Learning.

Tricker, B. (2009). *Corporate governance: Principles, policies and practices.* Oxford University Press.

Windsor, S. (2011). *An introduction to green process management.* ASQ Quality Press.

ernis, A., Iglesias, M., Sanz, B., & Saz-Carranza, A. (2006). *Non-profit organizations: Challenges and collaboration.* Palgrave