Subject Description Form

Subject Code	APSS331
Subject Title	Management in Human Services
Credit Value	3
Level	3
Pre-requisite/ Co-requisite/ Exclusion	Nil

Assessment Methods			
	100% Continuous Assessment	Individual Assessment	Group Assessment
	1. Participation	10%	--
	2. Group Project Presentation Video 20% In-class Discussion 20%	40%	--
	3. Individual Paper	50%	--

- The grade is calculated according to the percentage assigned;
- The completion and submission of all component assignments are required for passing the subject; and
- Student must pass all component(s) if he/she is to pass the subject.

Objectives

This subject aims to introduce students to the characteristics and functions of human service organizations in assisting and empowering individuals of different age groups, families and communities to function better. It helps students understand the core knowledge and skills related to human service management such as strategic planning, effective leadership and motivation, as well as the strategies of setting organizational directions and managing resources and programs. This subject will equip students with analytical skills to analyze the impact of the changing socio-political contexts on the development of human service management in Hong Kong, and let students be aware of the importance of enhancing organizational sustainability with innovation in the changing environment.

Intended Learning Outcomes	Upon completion of the subject, students are able to: a. demonstrate an understanding of the basic functions, knowledge and skills of management; b. articulate the characteristics of human service organizations and their implications for managing human services; c. recognize the changing environment and socio-political contexts of human service management in Hong Kong; d. identify various leadership styles and key factors for motivating staff; e. practice principles in human resource management; f. plan, deliver and evaluate service programs; g. understand budgeting and financial management approaches and h. identify and employ marketing skills in enhancing sustainability of human service organizations
Subject Synopsis/ Indicative Syllabus	a. Introduction and overview: Basics of human service management - types and characteristics of human services and human services organizations - management definitions and objectives - core functions and skills of management b. Setting organizational directions - importance and functions of strategic planning - internal and external environment that affects human service organization - Environmental, Social and Governance (ESG) - strategic planning with SWOT analysis c. Ethical and effective leadership and motivation - trait and behavioral approaches to leadership - situation approaches to leadership - transformational and visional leadership - motivating staff by fulfilling their unmet needs - motivating staff by influencing perceptions and expectations - motivating staff by using rewards and goals d. Skills of managing resources and programmes in human service organizations - human resource management in digital transformation - ratio analysis, budgeting and financial management - program management, logic model and evaluation e. Strategies for enhancing organizational sustainability - Basic marketing concepts: 4Ps - Market segmentation, targeting and positioning strategies

Teaching/Learning Methodology	This subject consists of lectures, learning activities, seminars designed to enhance students' critical thinking, analytical power and practical management skills. Learning activities are incorporated in lectures, which aims to encourage students engaging in discussions and debates on human service management issues. Students are also required to record their presentation in relation management issues as videos and upload them to blackboard. In seminars, group activities are designed to let students practice the skills of human service management and to make in-depth reflection.

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	d	e	f	g	h
1. Group Project Presentation	40%	✓	✓	✓	✓	✓	✓	✓	✓
2. Participation	10%	✓				✓			
3. Individual Paper (commentary)	50%	✓	✓	✓	✓	✓	✓	✓	✓
Total	100%								

Group Project Presentations are essential for students to learn in an interactive manner and in a group setting. They are required to have in-depth exploration of some management issues and apply theories and techniques learnt from the lectures. Both efforts and originality are key criteria for assessing students' performance in seminars to achieve learning outcomes (a) to (h).

Participation is evaluated by their attendance of lectures and seminars. In addition, students are expected to make contributions to discussions to fulfil learning outcome (a) and (e).

Individual paper is used to assess whether the students are able to obtain a good understanding of the key management concepts and theories learnt in class, apply theories to analyze various human service management issues and make managerial suggestions in the local context. Each student will be required to write an individual paper to comment on one of the presentation topics. Students can review what has been covered in the lectures and make further improvements based on the feedback from classmates and lecturers. Students can reflect on their understanding of management concepts and the format/content of in-class seminars to achieve learning outcomes (a) to (h).

Student Study Effort Required	Class contact:	
	• Lectures	27 Hrs
	• Seminars	12 Hrs
	Other student study effort:	
	• Group presentation	40 Hrs
	• Individual paper	40 Hrs
	• Total student study effort	119 Hrs.
Reading List and References	***Essential***	

Ahmed, S. (2016) *Effective non-profit management context, concepts and competencies, Boca Raton:CRC Press,* available on line
https://ebookcentral.proquest.com/lib/polyu-ebooks/detail.action?docID=967993

Arnold, M. (2022). Social Work Leadership and Management : Current Approaches and Concepts for Social and Human Service Organisations (1st ed. 2022.). Springer International Publishing. https://doi.org/10.1007/978-3-031-17632-6

Berra, Y. (2018). Theory of change and logic models., PCAR

Brody, R. & Nai, M. (2014) *Effectively managing and leading human service* organizations, Los Angeles: Sage

Brody, R. (2012). *Effectively managing human service organization*. Los Angeles: Sage.

Dann, P.L. (2022) Managing and leading nonprofit organization: a framework for success, Wiley

Garcia-Rodriguez, I. and Romero-Merino M.E. (2020) *Financing nonprofit organizations,* New York: Routledge

Hansenfeld, Y. (2010). *Human service as complex organizations*. Los Angeles: Sage.

Harley-McClaskey D. (2017) *Developing human service leaders*, Los Angeles: Sage

Helmut, A. & Stefan, T. (2020) *The Routledge Companion to Nonprofit Management*, United Kingdom: Routledge; 2020

John., I. & Konopaske., (2013) Human resource management, New York: McGraw-Hill Education

Johnning, V. (2024) Organization and management of IT: The new role of IT and

the CIO transformation, Germany: Springer

Kanter, B. and Fine, A. (2022) The smart nonprofit: staying human-centered in an automated world, Newark : John Wiley & Sons, Incorporated

Ketner, P.M. (2013) *Excellence in human service organization management*, Boston: Pearson Education

Knowlton, L. W., & Phillips, C. C. (2013). The logic model guidebook : better strategies for great results (2nd ed.). SAGE Publications.

Lohmann R.A. (2016) *Above the bottom line: financial management in human services,* Washington: NASW Press

Macdonald D. (2018) *21st century skills for non-profit managers: a practical guide on leadership and management*, New York: Business Expert Press (Online access)

Mitchell, S. (2021) Charity Management: Leadership, evolution and change, UK: Routledge

Shannon, V., and Michelle., A. (2017) Managing nonprofit organizations in a policy world, Thousand Oaks, Calif.: CQ

Robbins, C., & Coulter, M.K. (2018). Management. Harlow: Pearson.

Rugg-Gunn, M. (2023) Mangin talent: a short guide for the digital age, London: Routledge

Sanchez, M. (2024). Nonprofit ratios: How to use them and what they measure for your organization. Warren Averett CPAs & Advisors. https://warrenaverett.com/insights/nonprofit-ratios/

Sharman R.C. and Sharma N. (2018) *Human resources management: managing people at work*, California: Sage Publication

Singh, C. and Khatri, A. (2024) Principle and practices of management and organizational behavior, USA: Routledge

Pynes, J. (2011) *Effective Nonprofit Management: Context and Environment*, N.Y.: Sharpe

Worth, M. J. (2025). Nonprofit management : principles and practice (Seventh edition.). CQ Press, an imprint of Sage, Inc

Supplementary

Berman, E. M. et al. (2010). *Human resource management in public service: Paradoxes, processes, and problems*. Thousand Oaks, Calif.: Sage.

Dess, G.G. et al. (2012). *Strategic management: text and cases. New York*, N.Y.: McGraw-Hill.

Finkler, S. A. (2010). *Financial management for public, health and not-for-profit organization.* Upper Saddle River, N.J.: Prentice Hall.

Lewis, J.A., Packard, T. & Lewis, M.D. (2007). *Management of human service programs.* Belmont, CA: Thomas/Brooks/Cole Publishing Co.

Patti, R. (2009). *Handbook of human service management* (2nd ed.). Thousand Oaks, CA: Sage

Schermerhorn, J. R. (2011). *Managemen*t. Hoboken, N.J.: Wiley.