

Subject Description Form

Subject Code	APSS5789														
Subject Title	Principles & Methods of Social Service Administration														
Credit Value	2														
Level	5														
Pre-requisite / Co-requisite/ Exclusion	Nil														
Assessment Methods	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">100% Continuous Assessment</th> <th style="width: 20%;">Individual Assessment</th> <th style="width: 20%;">Group Assessment</th> </tr> </thead> <tbody> <tr> <td>1. Class Participation</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">--</td> </tr> <tr> <td>2. Seminar Presentation</td> <td style="text-align: center;">--</td> <td style="text-align: center;">40%</td> </tr> <tr> <td>3. Individual Report and Reflection</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">--</td> </tr> </tbody> </table> <ul style="list-style-type: none"> 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 the components if he/she is to pass the subject. 			100% Continuous Assessment	Individual Assessment	Group Assessment	1. Class Participation	10%	--	2. Seminar Presentation	--	40%	3. Individual Report and Reflection	50%	--
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Objectives	<ol style="list-style-type: none"> 1. To learn and apply the principles, methods, and skills in managing social services in changing contexts with competing values. 2. To actualize learning experience through an active and participative approach. Students are drawn together as a group to collaborate in working out personalized coping strategies to tackle problems identified from daily work. 														

<p>Intended Learning Outcomes</p>	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> a. critically reflect on their values and beliefs in analyzing management problems relating to social service administration, b. differentiate between profit-making organizations and not-for-profit organizations, c. develop their own framework for analyzing management problems, issues and problems in their professional practice, d. appreciate and apply the organizational theories, leadership theories, and management theories into social service organizations, e. understand the structure, functions, and processes of social service organizations, f. manage financial resources and conduct internal control for social services organisations, g. identify different leadership styles and understand the key factors in motivating the staff in a social service organization, h. equip with marketing skills and knowledge in human services contexts i. analyze an organization and make suggestions for organizational changes and innovation, and j. able to be aware of the major current issues faced by social service organizations in Hong Kong (e.g. managerialism, quality management, lump-sum grant, & cost saving)
<p>Subject Synopsis/ Indicative Syllabus</p>	<ol style="list-style-type: none"> 1. Nature of Social Service Administration 2. Theories of Management and Leadership 3. Competing Values Model and Managerial Skills 4. Integration and Tension between Social Work practice and Administrative Practice

Teaching/Learning Methodology	Teaching and Learning Methods 1. Lecture 2. Case centered discussion 3. Seminars 4. Guest speaker sharing																																																																															
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="444 516 1463 1178"> <thead> <tr> <th data-bbox="444 516 868 737" rowspan="2">Specific assessment methods/tasks</th> <th data-bbox="868 516 1029 737" rowspan="2">% weighting</th> <th colspan="10" data-bbox="1029 516 1463 663">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th data-bbox="1029 663 1073 737">a</th> <th data-bbox="1073 663 1117 737">b</th> <th data-bbox="1117 663 1161 737">c</th> <th data-bbox="1161 663 1205 737">d</th> <th data-bbox="1205 663 1248 737">e</th> <th data-bbox="1248 663 1292 737">f</th> <th data-bbox="1292 663 1336 737">g</th> <th data-bbox="1336 663 1380 737">h</th> <th data-bbox="1380 663 1424 737">i</th> <th data-bbox="1424 663 1463 737">j</th> </tr> </thead> <tbody> <tr> <td data-bbox="444 737 868 810">1. Class participation</td> <td data-bbox="868 737 1029 810">10%</td> <td data-bbox="1029 737 1073 810">√</td> <td data-bbox="1073 737 1117 810">√</td> <td data-bbox="1117 737 1161 810">√</td> <td data-bbox="1161 737 1205 810">√</td> <td data-bbox="1205 737 1248 810">√</td> <td data-bbox="1248 737 1292 810">√</td> <td data-bbox="1292 737 1336 810">√</td> <td data-bbox="1336 737 1380 810">√</td> <td data-bbox="1380 737 1424 810">√</td> <td data-bbox="1424 737 1463 810">√</td> </tr> <tr> <td data-bbox="444 810 868 995">2. Seminar presentation</td> <td data-bbox="868 810 1029 995">40%</td> <td data-bbox="1029 810 1073 995">√</td> <td data-bbox="1073 810 1117 995">√</td> <td data-bbox="1117 810 1161 995">√</td> <td data-bbox="1161 810 1205 995">√</td> <td data-bbox="1205 810 1248 995">√</td> <td data-bbox="1248 810 1292 995">√</td> <td data-bbox="1292 810 1336 995">√</td> <td data-bbox="1336 810 1380 995">√</td> <td data-bbox="1380 810 1424 995">√</td> <td data-bbox="1424 810 1463 995">√</td> </tr> <tr> <td data-bbox="444 995 868 1104">3. Individual report and reflection</td> <td data-bbox="868 995 1029 1104">50%</td> <td data-bbox="1029 995 1073 1104">√</td> <td data-bbox="1073 995 1117 1104">√</td> <td data-bbox="1117 995 1161 1104">√</td> <td data-bbox="1161 995 1205 1104">√</td> <td data-bbox="1205 995 1248 1104">√</td> <td data-bbox="1248 995 1292 1104">√</td> <td data-bbox="1292 995 1336 1104">√</td> <td data-bbox="1336 995 1380 1104">√</td> <td data-bbox="1380 995 1424 1104">√</td> <td data-bbox="1424 995 1463 1104">√</td> </tr> <tr> <td data-bbox="444 1104 868 1178">Total</td> <td data-bbox="868 1104 1029 1178">100%</td> <td colspan="10" data-bbox="1029 1104 1463 1178"></td> </tr> </tbody> </table> <p data-bbox="444 1241 1503 1472">This subject consists of lectures and seminars. Seminar presentation provides a platform for students to take the lead in investigating a significant issue in social service administration with his/her classmates under the guidance of a tutor with rich practice knowledge and experience. Feedbacks from the teacher and classmates will enlighten students to have deeper integration and more critical reflection over the administrative issues that they will face in the social work field.</p> <p data-bbox="444 1556 1503 1629">Individual Report is a summary and review of the students' knowledge and ability of analysis in a chosen area of administrative practice in social work.</p> <p data-bbox="444 1713 1503 1871">Reflection summary is an individual exercise for the student to think, rethink and reflect over the transformation of his own values, knowledge, and skills. This is also a demonstration of the student's deep understanding in the administrative issues and their relevancy to social work practice.</p>										Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)										a	b	c	d	e	f	g	h	i	j	1. Class participation	10%	√	√	√	√	√	√	√	√	√	√	2. Seminar presentation	40%	√	√	√	√	√	√	√	√	√	√	3. Individual report and reflection	50%	√	√	√	√	√	√	√	√	√	√	Total	100%										
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Student Study Effort Required	Class contact:	
	▪ Lecture & Workshop	26 Hrs.
	Other student study effort:	
	▪ Preparation for Seminar Presentation	16 Hrs.
	▪ Self Study	56 Hrs.
	Total student study effort	98 Hrs.
Reading List and References	<p><u>Essential</u></p> <p>Ahmed, S. (2017). <i>Effective Non-Profit Management : Context, Concepts, and Competencies</i> (1st edition). Routledge.</p> <p>Seelos, Christian. (2017). <i>Innovation and Scaling for Impact: How Effective Social Enterprises Do It</i>. Stanford, California: Stanford Business Books,</p> <p>Watson, L.D., & Hoefler, R.A. (2014). <i>Developing nonprofit and human service leaders: Essential knowledge and skills</i>. Thousand Oaks, CA: SAGE.</p> <p>Worth, M. J. (2021). <i>Nonprofit management: Principles and Practice</i> (Sixth edition.). SAGE Publications, Inc.</p> <p>梁偉康（2012）成效管理：非營利社會服務組織全面實踐策略，香港，非營利組織卓越管理有限公司</p> <p><u>Supplementary</u></p> <p>Bose D.C. (2012) <i>Principles of management and administration</i>, PHI Learning Private Limited</p>	

Brody, R., & Nair, M. (2014). *Effectively Managing and Leading Human Service Organizations* (4th ed.). Thousand Oaks, CA: Sage.

Kettner, P.M. (2013). *Excellence in Human Service Organization Management*. Pearson.

Kettner, P. M., Moroney, & Martin, L. L. (2008). *Designing and Managing Programs: An Effectiveness-based Approach* (3rd ed.). Thousand Oaks, CA: Sage Publications.

Lawer, J., & Bilson, A. (2010). *Social Work Management and Leadership; Managing Complexity and Creativity*. London: Routledge.

Lewis, J., Packard, T., & Lewis, M. (2012). *Management of Human Service Programs* (5th ed.). Belmont, CA: Brooks/Cole : Thomson Learning.

Montes J.A. and Casademunt A.M. (2014) *ICT management in non-profit organisations*, Hershey, Pa.:IGI Global

Patti, R. J. (Ed.). (2009). *The Handbook of Human Service Management*. Thousand Oaks, CA: Sage.

Shafritz, J.M., Ott, J.S., & Jang, Y.S. (2011). *Classics of organization theory* (Ed.). Wadsworth: Cengage Learning.

Weinback, R. (2008). *The Social Worker as Manager: A Practical Guide to Success*. (5th ed.). Boston: Allyn & Bacon.

Recommended Academic Journals

Human Service Organizations: Management, Leadership & Governance (former Administration in Social Work)

Nonprofit Management and Leadership

	<p><i>Nonprofit and Voluntary Sector Quarterly</i></p> <p><i>Voluntas</i></p> <p><i>British Journal of Social Work</i></p> <p><i>International Social Work</i></p> <p><i>Stanford Social Innovation Review</i></p> <p><i>Chinese Stanford Social Innovation Review</i></p>
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