

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	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">50% Continuous Assessment</th> <th style="width: 25%;">Individual Assessment</th> <th style="width: 25%;">Group Assessment</th> </tr> </thead> <tbody> <tr> <td>1. Group Presentation</td> <td></td> <td style="text-align: center;">35%</td> </tr> <tr> <td>2. Seminar Participation</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">--</td> </tr> <tr> <td>50% Examination</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">--</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Students must obtain Grade D or above in all the assessment components so as to pass the subject. 			50% Continuous Assessment	Individual Assessment	Group Assessment	1. Group Presentation		35%	2. Seminar Participation	15%	--	50% Examination	50%	--
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Objectives	<p>This subject aims to introduce students 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 programmes. This subject will equip students with analytical skills to explain 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 survivability and sustainability with innovation in the changing environment.</p>														
Intended Learning Outcomes	<p>Upon successful completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> 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 the principles in human resource management; f. plan, deliver and evaluate service programmes for different target groups (e.g., older adults, youth, family, community). g. develop programme proposals independently; h. prepare programme budgets; and 														

	i. identify what ethical management entails and its relationship to humanistic values.																																																																					
Subject Synopsis/ Indicative Syllabus	<p>a. Introduction and overview: Basics of human service management</p> <ul style="list-style-type: none"> - types and characteristics of human services and human services organizations - management definitions and objectives - core functions and skills of management <p>b. Setting organizational directions</p> <ul style="list-style-type: none"> - importance and functions of strategic planning - internal and external environment that affects human service organization - board governance - strategic planning with SWOT analysis <p>c. Ethical and effective leadership and motivation</p> <ul style="list-style-type: none"> - trait and behavioural approaches to leadership - situation approaches to leadership - ethical and visional leadership - motivating staff by fulfilling their unmet needs - motivating staff by influencing perceptions and expectations - motivating staff by using rewards and goals <p>d. Skills of managing resources and programmes in human service organizations</p> <ul style="list-style-type: none"> - human resource management and development - budgeting and financial management - programme management and evaluation <p>e. Strategies of enhancing organizational survivability and sustainability</p> <ul style="list-style-type: none"> - innovative and effective fundraising - preparing effective proposals for seeking grants 																																																																					
Teaching/Learning Methodology	<p>This subject consists of lectures, skills laboratories, seminars designed to enhance students' critical thinking, analytical power and practical management skills. Students will be encouraged to engage in discussions and debates on human service management issues in lectures. Skills laboratories are designed to let students practice the skills of human service management in a laboratory setting. Students are also required to present in seminars on selected management issues, through which they learn to develop knowledge in specific areas and articulate their arguments logically and systematically.</p>																																																																					
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="443 1581 1453 1977"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="10">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th>f</th> <th>g</th> <th>h</th> <th>i</th> </tr> </thead> <tbody> <tr> <td>1. Group Presentation</td> <td>35%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Participation</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100%</td> <td colspan="10"></td> </tr> </tbody> </table> <p>Group presentations and participation are essential for students to learn in an interactive manner and in a group setting. They are required to have in-depth</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	1. Group Presentation	35%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	2. Participation	15%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	3. Examination	50%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Total	100%										
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	<p>exploration on 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.</p> <p>Examination containing both multiple choice questions and short essay questions will assess whether the students have obtained a good understanding of the key management concepts and theories learnt in class and how they apply them to analyze various human service management issues in the local context.</p>	
Student Study Effort Required	Class contact:	
	▪ Lectures	23 Hrs.
	▪ Skills laboratories	4 Hrs.
	▪ Seminars	12 Hrs.
	Other student study effort:	
	▪ Group presentation	36 Hrs.
	▪ Examination	40 Hrs.
Total student study effort	115 Hrs.	
Medium of Instruction and assessment	English	
Reading List and References	<p><u>Essential</u></p> <p>Brody, R. (2014). <i>Effectively managing and leading human service organizations</i> (4th ed.). Los Angeles, CA: Sage Publications.</p> <p>Ho, K.W. (2005). <i>Management in human services</i> (e-book). Hong Kong: HKPU, Department of APSS.</p> <p>Kettner, P. M. (2013). <i>Excellence in human service organization management</i> (2nd ed.). Boston, MA: Pearson Education.</p> <p>Patti, R. (2009). <i>Handbook of human service management</i> (2nd ed.). Thousand Oaks, CA: Sage.</p> <p>Watson, L.D., & Hoefler, R. A. (2014). <i>Developing nonprofit and human service leaders</i>. Thousand Oaks, CA: Sage Publications.</p> <p><u>Supplementary</u></p> <p>Bai, X., Ho, D., Fung, K., Tang, L., He, M., Young, D., Ho, F., & Kwok, T. (2014). Effectiveness of a life story work program on older adults with intellectual disabilities. <i>Journal of Clinical Interventions in Aging</i>, 9, 1-8.</p> <p>BoardSource (2012). <i>The nonprofit board answer book: A practical guide for board members and chief executives</i> (3rd ed.). San Francisco, CA: Jossey-Boss.</p> <p>Brinckerhoff, P.C. (2009). <i>Mission-based management: Leading your not-for-profit in the 21st century</i> (3rd ed.). Hoboken, N.J.: John Wiley & Sons.</p> <p>Dess, G.G., et al. (2014). <i>Strategic management: Text and cases</i>. New York, NY: McGraw-Hill Education.</p>	

	<p>Finkler, S. A. (2013). <i>Financial management for public, health and not-for-profit organization</i> (4th ed.). Boston, MA: Pearson Education.</p> <p>Hansenfeld, Y. (2010). <i>Human service as complex organizations</i> (2nd ed.). Los Angeles, CA: Sage Publications.</p> <p>Kwok, T., Bai, X., Li, J., Ho, F., & Lee, T. (2013). Effectiveness of cognitive training on improving cognitive abilities of Chinese older people with memory complaint: A randomized placebo-controlled trial. <i>International Journal of Geriatric Psychiatry</i>, 28, 208-215.</p> <p>Lawler, E.E. III, & Doudreau, J.W. (2009). <i>Achieving excellence in human resource management: An assessment of human resource functions</i>. Stanford, CA: Stanford Business Books.</p> <p>Lewis, J.A., Packard, T.R., & Lewis, M.D. (2012). <i>Management of human service programs</i> (5th ed.). Belmont, CA: Thomas/Brooks/Cole Publishing Co.</p> <p>Robbins, S.P. DeCenzo, D.A., & Coulter, M.K. (2013). <i>Fundamentals of management essential concepts and applications</i> (8th ed.). Harlow: Pearson.</p> <p>Yuen, F.K.O., Terao, K.L., & Schmidt, A.M. (2009). <i>Effective grant writing and program evaluation</i>. Hoboken, NJ: John Wiley & Sons.</p>
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