

Subject Description Form

Subject Code	APSS455											
Subject Title	Advanced Management in Human Services											
Credit Value	3											
Level	4											
Pre-requisite / Co-requisite/ Exclusion	<u>Pre-requisite:</u> APSS331 Management in Human Services											
Assessment Methods	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">100% Continuous Assessment</th> <th style="width: 33%;">Individual Assessment</th> <th style="width: 33%;">Group Assessment</th> </tr> </thead> <tbody> <tr> <td>1. Term Paper</td> <td style="text-align: center;">70%</td> <td style="text-align: center;">--</td> </tr> <tr> <td>2. Case studies</td> <td style="text-align: center;">--</td> <td style="text-align: center;">30%</td> </tr> </tbody> </table>			100% Continuous Assessment	Individual Assessment	Group Assessment	1. Term Paper	70%	--	2. Case studies	--	30%
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1. Term Paper	70%	--										
2. Case studies	--	30%										
	<ul style="list-style-type: none"> The grade is calculated according to the percentage assigned; and The completion and submission of all component assignments are required for passing the subject. 											
Objectives	<p>The objectives of this subject are to:</p> <ol style="list-style-type: none"> 1. examine contemporary management concepts and strategies in public organizations, including strategic management, total quality management, conflict resolutions, and performance measurement; 2. apply the management theories in analyzing some of the prominent issues in local public organizations. 											
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. articulate the link between organizational context and the management practice in human service organizations; b. master the essential skills in strategic planning, Total Quality Management, performance management and crisis management; c. identify the emerging trends in management practice, in particular fifth generation and knowledge management. 											
Subject Synopsis/ Indicative Syllabus	<ol style="list-style-type: none"> 1. Strategic Management in Public Organizations <ul style="list-style-type: none"> - Environmental Scanning and S-W-O-T Analysis - Formulation of Mission and Vision statement - Strategies Formulation - Implementing and Monitoring Strategies 											

	<p>2. Total Quality Management in Public Sector</p> <ul style="list-style-type: none"> - Concepts of Quality in Public Sector - Models of Quality Management; QC, QA, TQM, CQI - Process of Implementing Total Quality Management in Public Sector <p>3. Assessment of Organizational Performance</p> <ul style="list-style-type: none"> - Different Approaches of Assessing Organizational Performance - Quality Audit and Performance Assessment <p>4. Crisis and Crisis Management</p> <ul style="list-style-type: none"> - Nature and Causes of Crisis - Models and Approaches in Crisis Management <p>5. Knowledge Management and Learning Organization</p> <ul style="list-style-type: none"> - Nature and Process of Developing Organization Capability to Grow 																																						
<p>Teaching/Learning Methodology</p>	<p>Lectures supplemented with case studies and class exercise.</p> <p>Students are required to integrate their experience they gained from previous employment or attachment with their case materials in seminar sessions.</p> <p>Students are required to demonstrate their competence in analyzing contextual attributes affecting how NGOs are managed and provide recommendations to deal with emerging management problems or issues.</p>																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="443 1093 1471 1473"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Term Paper</td> <td>70%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. Case Studies</td> <td>30%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100%</td> <td colspan="6"></td> </tr> </tbody> </table> <p>Students are required to submit a term paper of 5,000 words. The content should indicate theoretical and conceptual relevance to the topic chosen and application of theories or concepts to local context is required.</p> <p>Group seminar will provide a platform for students to share their knowledge they gain from visits to human service organizations so as to integrate theories and practice of management as a way to consolidate and theorize their learning and practice.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				1. Term Paper	70%	✓	✓	✓				2. Case Studies	30%	✓	✓	✓				Total	100%						
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<p>Student Study Effort Expected</p>	<table border="1" data-bbox="443 1881 1471 2078"> <tr> <td>Class contact:</td> <td></td> </tr> <tr> <td>▪ Lectures</td> <td>39 Hrs.</td> </tr> <tr> <td>Other student study effort:</td> <td></td> </tr> </table>	Class contact:		▪ Lectures	39 Hrs.	Other student study effort:																																	
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	<ul style="list-style-type: none"> ▪ library search/ agency visit 	32 Hrs.
	<ul style="list-style-type: none"> ▪ small group discussion for case studies 	48 Hrs.
	Total student study effort	119 Hrs.
Medium of Instruction	English supplemented with Chinese	
Medium of Assessment	English	
Reading List and References	<p><u>Essential</u></p> <p>Brody, R. (2005) <i>Effectively Managing Human Service Organizations</i>. 3rd edition. Thousand Oaks, CA: Sage Publications.</p> <p>Cook, J.A.; Staniforth, D; & Stewart, J. (1997). <i>The Learning Organization in the Public Services</i>. Aldershot: Gower.</p> <p>Gunther, J. and Hawkins, F. (1999) <i>Making TQM Work: Quality Tools for Human Service Organizations</i>. New York: Springer Pub. Co.</p> <p>Kettner, P.M. (2002) <i>Achieving Excellence in the Management of Human Service Organizations</i>. Boston, Mass: Allyn and Bacon.</p> <p>Milakovich, M.E. (2006) <i>Improving Service Quality in the Global Economy: Achieving High Performance in Public and Private Sectors</i>. 2nd edition. Boca Raton, FL: Auerbach Publications.</p> <p>Patti, R.J. (ed) (2009) <i>The Handbook of Human Services Management</i>. Thousand Oaks, Ca: Thousand Oaks, CA: Sage Publication.</p> <p>Starbuck, W.H. et al (2008) <i>Organizational Learning and Knowledge Management</i>. Cheltenham; Northampton, MASS: Edward Elgar Publishing.</p> <p><u>Supplementary</u></p> <p>Besterfield, D.H. et al. (2003) <i>Total Quality Management</i>. 3rd edition. Upper Saddle River, NJ: Prentice Hall.</p> <p>Hardina, D. et al (2007) <i>An Empowering Approach to Managing Social Service Organizations</i>. New York: Springer Publishing Company.</p> <p>Hasenfeld, Y. (ed) (2010) <i>Human Services as Complex Organizations</i>. 2nd edition. Los Angeles: Sage Publications.</p> <p>MacIntosh, R. et al. (2006) <i>Complexity and Organization: Readings and Conversations</i>. Abingdon, Oxon; New York: Routledge.</p> <p>Marion, R. (1999). <i>The Edge of Organization: Chaos and Complexity Theories of Formal Social Systems</i>. Thousand Oaks, CA: Sage Publications.</p>	

	<p>Mayne, J. & Zapico-Goni, E. (eds.) (1997). <i>Monitoring Performance in the Public Sector</i>. New Brunswick : Transaction Publishers.</p> <p>Pettinger, P. (2010) <i>Organizational Behaviour: Performance Management in Practice</i>. London; New York: Routledge.</p> <p>Rabin, J., Miller, G. & Hildreth, W.B. (2000). <i>Handbook of Strategic Management, 2nd ed.</i> New York: Marcel Dekker.</p> <p>Rahim, M.A. (2001). <i>Managing Conflict in Organizations, 3rd edition</i>. Westport, Conn: Quorum Books.</p> <p>Redburn, F.S., Shea, R.J. and Buss, T.F. (eds.) (2008) <i>Performance Management and Budgeting: How Governments Can Learn from Experience</i>. Armonk, N.Y.: M.E. Sharpe.</p> <p>Senge, P.M. (2006). <i>The Fifth Discipline: The Art and Practice of the Learning Organization</i>. New York: Doubleday / Currency.</p> <p>Sherman, H.J. (1998). <i>Open Boundaries: Creating Business Innovation through Complexity</i>. Reading, Mass : Perseus Books.</p> <p>Stone, Florence (2004). <i>The Essential New Manager's Kit</i>. Chicago: Dearborn Trade Publications.</p> <p>Werther Jr., W.B. and Berman, E.M. (2001) <i>Third Sector Management: The Art of Managing Nonprofit Organizations</i>. Washington, D.C.: Georgetown University Press</p>
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