

Subject Description Form

Subject Code	APSS619								
Subject Title	Innovations and Explorations in Social Service Administration								
Credit Value	3								
Level	6								
Pre-requisite / Co-requisite/ Exclusion	Nil								
Assessment Methods	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Continuous Assessment</th> <th style="width: 33%;">Individual Assessment</th> <th style="width: 33%;">Group Assessment</th> </tr> </thead> <tbody> <tr> <td>1. Coursework</td> <td style="text-align: center;">100 %</td> <td style="text-align: center;">%</td> </tr> </tbody> </table>			Continuous Assessment	Individual Assessment	Group Assessment	1. Coursework	100 %	%
Continuous Assessment	Individual Assessment	Group Assessment							
1. Coursework	100 %	%							
Objectives	<ol style="list-style-type: none"> 1. To revisit the values, objectives, and functions of social service administration in not-for-profit human service organizations and differentiate its nature from business administration in profit-making business firms in the turbulent environment. 2. To review the current literature in research and practice on social service administration, examine the current state of the art, identify the knowledge gaps, and explore the direction of its development in future. 3. To identify the challenges faced by social workers in managing human service organizations in different political, economic, social, and cultural environments and try to identify alternatives for survival and development within constraints. 4. To link up social work practice with social service administration, in order to identify and re-vitalize the roles of social workers in managing human services with social work values, knowledge, strategies, and skills. 5. To facilitate students to develop their own individualized vision, management styles, decision making abilities, and coping strategies in handling dilemma in day-to-day managerial contexts. 								
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Core knowledge and in-depth understanding in becoming a social work practitioner in organizational context b. Awareness of contextual and cultural issues in practicing administration in specific service settings c. Development of a reflective and critical stance as a social work 								

	<p>administrator</p> <p>d. Concern for both individual problems and societal issues in organizational context.</p> <p>e. Professional and personal commitment to support, facilitate, enhance, and empower social workers and clients in fulfilling self-actualization in the process of achieving organizational goals.</p>
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>1. Nature of Social Service Administration</p> <ul style="list-style-type: none"> - Identities of service consumer and bill payer in human services: Concepts and conflicts - Multiple service accountabilities: Interfacing among political, administrative, financial, professional & personal - Conflict between reducing social dependence and increasing demand for services - Re-examination of core values, objectives, functions, and processes of social service administration <p>2. Critical Review of Historical Trends and Current State of the Art of Social Service Administration</p> <ul style="list-style-type: none"> - The roots of social service administration: Global and local development of social service administration - Critical review of current literature in research and practice on social service administration - Identification of needs and knowledge gaps in the field: International and local contexts <p>3. Managing Human Services in a Turbulent Environment</p> <ul style="list-style-type: none"> - Managerialism, consumerism and professionalism in market environments: re-positioning not-for-profit human service organizations and cutback management - Quality management in human service sector: Myths and realities, service effectiveness vs. managerial efficiency - From program management to network building, from advocacy to empowerment - From crisis intervention to risk management, legal liabilities and corporate governance in human services <p>4. Roles of Social Workers in Managing Human Services</p>

	<ul style="list-style-type: none"> - Qualities and education of social service administrators: MSW, MBA or MPA? - Administrative leaders' roles: Boundary spanning and innovation in welfare reform and managed care - Analytic roles in policy practice: Coalition building and inter-organizational partnerships - Interactional role in advocacy: Interfacing between organizations and environment - Behavioral skills in managerial practice: Conflict management and culturally sensitive practice in management <p>5. Reflection over Personal Practice in Organizational Setting</p> <ul style="list-style-type: none"> - Reflection over personal practice in organizational settings - Re-examination of innovations of best practices of social service administration in global and local communities - Exploration for feasible and competent strategies in dealing with challenges faced by social work administrators in specific service settings
<p>Teaching/Learning Methodology</p>	<ul style="list-style-type: none"> - Lectures and seminars - Case studies - Management workshops - Agency visits <p>Method of Assessment</p> <p>Coursework: 100%</p> <p>Managerial Case Analysis 50%</p> <p>The student will be required to present a real managerial case for discussion in the management workshop. After the discussion, he or she has to analyze the case and come up with alternatives for resolving the problem(s) in the case. Reflection over the change of values, knowledge, strategies, and skills will also be presented in the case analysis.</p> <p>Paper on Organizational Analysis 50%</p> <p>The student has to choose a human service organization for organizational analysis. In the paper, he or she has to identify the major problems and opportunities for the organizations and suggest alternatives for survival and development in the turbulent environment. The role of social worker as manager will also be re-examined.</p>

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
	1. Coursework	100%					
a. Managerial Case Analysis	50%	√	√	√	√	√	
a. Term Paper	50%	√	√	√	√		
Total	100 %						
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Managerial case analysis provides a valuable opportunity for students to take their own organization as an example to conduct a systematic and in-depth assessment of the major issues and potential alternatives for survival and development. Feedbacks from the teacher and classmates will enlighten students, as well-experienced social service administrators, to have a more critical understanding of the challenges and opportunities locally and globally.</p> <p>Term paper is a review of the most up-to-date administrative issues faced by social welfare organizations locally and globally. It is also an exercise for the student to summarize, review and reflect what they have learnt from the subject. The students will have to demonstrate their knowledge and abilities in a chosen area of administrative practice in social work.</p>							
Student Study Effort Expected	Class contact:						
	▪ Lecture		27 Hrs.				
	▪ Seminar & Management Workshop		12 Hrs.				
	Other student study effort:						
	▪ Case Studies		24 Hrs.				
	▪ Managerial Workshop		4 Hrs.				
	▪ Agency Visits		6 Hrs.				
	▪ Dialogues with Social Service Administrators		3 Hrs.				
	▪ On-line Discussion Forum on Contemporary Managerial Issue in Human Service Sector		7 Hrs.				
	▪ Individual Consultation		3 Hrs.				
▪ Self Study		39 Hrs.					

	Total student study effort	125 Hrs.
Medium of Instruction	English	
Medium of Assessment	English	
Reading List and References	<p><u>Reading List</u></p> <p>Harris, J. (2007). Looking backward, looking forward: Current trends in human services management. In J. Aldgate, L. Healy, B. Malcom, B. Pine, W. Rose, & J. Seden (Eds.). <i>Enhancing Social Work Management: Theory and Best Practice from the UK and USA</i> (pp. 17-33). London: Jessica Kingsley.</p> <p>Kramer, R. M. (2000). A third sector in the third millennium? <i>Voluntas: International Journal of Voluntary and Nonprofit Organizations</i>, 11(1), 1-23.</p> <p>Lam, W. F., & Perry, J. L. (2000). The role of nonprofit sector in Hong Kong's development. <i>Voluntas: International Journal of Voluntary and Nonprofit Organizations</i>, 11(4), 355-373.</p> <p>McLaughlin, H. (2009). What's in a name: 'client', 'patient', 'customer', 'consumer', 'expert by experience', 'service user'—What's next? <i>British Journal of Social Work</i>, 39, 1101-1117.</p> <p>Morris, S. (2000). Defining the nonprofit sector: Some lessons from history. <i>Voluntas: International Journal of Voluntary and Nonprofit Organizations</i>, 11(1), 25-43.</p> <p>Tsui, M. S., & Cheung, F. C. H. (2009). Social work administration revisited: A re-examination of concepts, contexts, and content. <i>Journal of Social Work</i>, 9(2), 148-157.</p> <p>Wuenschel, P. C. (2006). The diminishing role of social work administrators in social service agencies: Issues for consideration. <i>Administration in Social Work</i>, 30(4), 5-18.</p> <p><u>References</u></p> <p><u>Essential</u></p> <p>Aldgate, J., Healy, L., Malcom, B., Pine, B., Rose, W., & Seden, J. (Eds.). (2007). <i>Enhancing social work management: Theory and best practice from the UK and USA</i>. London: Jessica Kingsley. HV40.54 E54 2007</p> <p>Austin, M. J., & Kruzich, J. M. (2004). Assessing recent textbooks and</p>	

	<p>casebooks in human service administration: Implications and future directions. <i>Administration in Social Work</i>, 28(1), 115-129.</p> <p>Briggs, H. E., & McBeath, B. (2009). Evidence-based management: Origins, challenges, and implications for social service administration. <i>Administration in Social Work</i>, 33(3), 242-261.</p> <p>Edwards, R. L., Yankey, J. A., & Altpeter, M. A. (Eds.). (1998). <i>Skills for effective management of nonprofit organizations</i>. Washington DC: National Association of Social Workers. HV41 S564 1998</p> <p>Gardner, F. (2006). <i>Working with human service organizations: Creating connections for practice</i>. New York: Oxford University Press. HV40.54 G35 2006</p> <p>Patti, R. J. (2003). Reflections on the state of management in social work. <i>Administration in Social Work</i>, 27(2), 1-11.</p> <p>Perlmutter, F. D. (2004). <i>Changing hats while manage change: From social work practice to administration (2nd ed.)</i>. Washington DC: NASW Press. HV95 P47 2004</p> <p>Poertner, J. (2007). <i>Textbook of social administration: the consumer-centered approach</i>. New York: Haworth Press. HV95 P645 2007</p> <p>Tsui, M. S., & Cheung, F. C. H. (2004). Gone with the wind: The impacts of managerialism on human services. <i>British Journal of Social Work</i>, 34, 437-442.</p> <p>Tsui, M. S., & Cheung, F. C. H. (2009). Social work administration revisited: A re-examination of concepts, contexts, and content. <i>Journal of Social Work</i>, 9(2), 148-157.</p> <p><u>Supplementary</u></p> <p>Austin, D. M. (2002). <i>Human services management: Organizational leadership in social work practice</i>. New York: Columbia University Press. HV40 A84 2002</p> <p>Austin, M. J., & Hopkins, K. M. (Eds.). (2004). <i>Supervision as collaboration in the human services: Building a learning culture</i>. Thousand Oaks, CA: Sage. HV40.54 S87 2004</p> <p>Berman, E. M. (2001). <i>Human resource management in public service: Paradoxes, processes, and problem</i>. Thousand Oaks, CA: Sage. JF 1601 H86 2010</p> <p>Brody, R. (2005). <i>Effectively managing human service organizations</i>. Thousand Oaks, CA: Sage. HV41 B689 2005</p>
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- Chan, K. T. & Mak, D. (2003). *Social services administration in Hong Kong: Theoretical issues and case studies*. Singapore; River Edge, NJ: World Scientific. HV 431 S635 2003
- Coulshed, V. (2006). *Management in social work*. New York: Palgrave Macmillan. HV248 C68 2006
- Drucker, P. F. (1990). *Managing non-profit organization: Practices and principles*. London: Butterworth-Heinemann Ltd. HD62.6 D78 1990
- Ezell, M. (2001). *Advocacy in human services*. Belmont, CA: Brooks/Cole. HV91 E97 2001
- Gibelman, M. & Demone, H. W. (1998). *The privatization of human services*. New York: Springer. HV95 P737 1998
- Hackman, J. R., & Wageman, R. (1995). Total quality management: Empirical, conceptual, and practical issues. *Administrative Science Quarterly*, 40, 309-342.
- Hall, C. (2003). *Constructing clienthood in social work and human services: Interaction, identities and practices*. London: Jessica Kingsley. HV40 C663 2003
- Hardina, D. et al. (2007). *An empowering approach to managing social service organizations*. New York: Springer. HV40 E465 2007
- Harlow, E. & Lawler, J. (2000). *Management, social work and change*. Aldershot; Burlington, VT.: Ashgate. HV41 M35 2000
- Healy, K. (2002). Managing human services in a market environment: What role for social workers? *British Journal of Social Work*, 32, 527-540.
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- Kemshall, H. & Littlechild, R. (2000). *User involvement and participation in social care: Research informing practice*. London; Philadelphia: Jessica Kingsley. HV40 U84 2000
- Kettner, P. M. (2002). *Achieving excellence in the management of human service organizations*. Boston: Allyn and Bacon. HV41 K46 2002
- Kettner, P. M., Moroney, R. M., & Martin, L. L. (2008). *Designing and managing programs: An effectiveness-based approach (3rd ed.)*. Thousand Oaks, CA: Sage. HV95 K428 2008
- Korczynski, M. (2002). *Human resource management in service work*. Basingstoke, England: Palgrave. HD9980.5 K67 2002
- Lohmana, R. A. (2002). *Social administration*. New York: Columbia

	<p>University Press. HV41 L633 2002</p> <p>Martin, L. (1993). <i>Total quality management in human service organizations</i>. Newbury Park, CA: Sage. HV95 M2743 1993</p> <p>Martin, L. (2001). <i>Financial management for human service</i>. Boston: Allyn and Bacon. HV41 M283 2001</p> <p>Martin, L., & Kettner, P. M. (2010). <i>Measuring performance of human service programs</i>. Thousand Oaks, CA: Sage. HV11 M3494 2010</p> <p>Patti, R. J. (2009). <i>The handbook of human service management</i>. Thousand Oaks, CA: Sage. HV41 H325 2009</p> <p>Payne, M. (2000). <i>Anti-bureaucratic social work</i>. Birmingham: Venture Press. HV245 P388 2000</p> <p>Pfeffer, N., & Coote, A. (1991). <i>Is quality good for you? A critical review of quality assurance in welfare services</i>. London: Institute for Public Policy Research. HV40 P43 1991</p> <p>Putnik G. D., & Cunha M. M. (2007). <i>Knowledge and Technology management in virtual organizations: Issues, trends, opportunities and solutions</i>. Hershey, PA: Idea Group Pub.</p> <p>Rapp, C. A., & Poertner, J. (1992). <i>Social administration: A client-centered approach</i>. New York: Longman. HV40 R3 1992</p> <p>Skidmore, R. A. (1995). <i>Social work administration: Dynamic management and human relationships (3rd ed.)</i>. Englewood Cliffs, NJ: Prentice Hall. HV41 S563 1995</p> <p>Statham, D. (2004). <i>Managing front line practice in social work</i>. London; New York: Jessica Kingsley. HV41 M27683 2004</p> <p>Tropman, J. (2006). <i>Supervision and management in nonprofits and human services: How not to become the administrator you always hated</i>. Peosta, IO: Eddie Bowers. HV41 T76 2006</p> <p>Tsui, M. S. (2005). <i>Social work supervision: Contexts and concepts</i>. Thousand Oaks, CA: Sage. HV40.54 T78 2005</p> <p>Tsui, M.S. & Cheung, F.C.H. (2004). In search of an optimal model for board-executive relationships in voluntary human service organizations. <i>International Social Work</i>, 47(2), 169-186.</p> <p>Weinbach, R. W. (2008). <i>The social worker as manager: A practical guide to success</i>. Boston: Allyn and Bacon. HV95 W43 2008</p> <p>Wuenschel, P. C. (2006). The diminishing role of social work administrators in social service agencies: issues for consideration. <i>Administration in Social Work</i>, 30(4), 5-18.</p>
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Zietlow, J., Hankin, J. A., & Seidner, A.G. (2007). *Financial management for nonprofit organizations*. Hoboken, NJ: Wiley. HV4027.7 H356 2007

Recommended Professional & Academic Journals

Administration in Social Work

British Journal of Social Work

The Clinical Supervisor

Nonprofit Management and Leadership

Social Policy and Administration

Social Work

Voluntas

List of Textbooks in Social Service Administration (for Review)

#1 Austin, D. M. (2002). *Human services management: Organizational leadership in social work practice*. New York: Columbia University Press. HV40 A84 2002

#2 Brody, R. (2005). *Effectively managing human service organizations*. Thousand Oaks, CA: Sage. HV41 B689 2005

#3 Edwards, R. L., Yankey, J. A., & Altpeter, M. A. (Eds.). (1998). *Skills for effective management of nonprofit organizations*. Washington DC: National Association of Social Workers. HV41 S564 1998

#4 Ginsberg, L., & Keys, P. R. (1995). *New management in human services*. HV91 N46 1995

#5 Kettner, P. M. (2002). *Achieving excellence in the management of human service organizations*. Boston: Allyn and Bacon. HV41 K46 2001

#6 Lewis, J. A., Packard, T. R., & Lewis, M. D. (2007). *Management of human service programs*. (4th ed.) Singapore: Thomson. HV41 L46 2007

#7 Lohmana, R. A. (2002). *Social administration*. New York: Columbia University Press. HV41 L633 2002

#8 Mayers, R. S., Souflee, F. , & Schoech, D. J. (1994). *Dilemmas in human services management*. New York: Springer. HV91 M374 1994

- #9 Patti, R. J. (2009). *The handbook of human service management*. Thousand Oaks, CA: Sage. HV41 H325 2009
- #10 Rapp, C. A., & Poertner, J. (1992). *Social administration: A client-centered approach*. New York: Longman. HV40 R3 1992
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- #14 Aldgate, J., Healy, L., Malcom, B., Pine, B., Rose, W., & Seden, J. (Eds.). (2007). *Enhancing social work management: Theory and best practice from the UK and USA*. London: Jessica Kingsley. HV40.54 E54 2007
- #15 Gardner, F. (2006). *Working with human service organizations: Creating connections for practice*. New York: Oxford University Press. HV40 G35 2006
- #16 Kettner, P. M., Moroney, R. M., & Martin, L. L. (2008). *Designing and managing programs: An effectiveness-based approach (3rd ed.)*. Thousand Oaks, CA: Sage. HV95 K428 2008
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- #18 Perlmutter, F. D. (2004). *Changing hats while manage change: From social work practice to administration (2nd ed.)*. Washington DC: NASW Press. HV95 P471990
- #19 Coulshed, V. (2006). *Management in social work*. New York: Palgrave Macmillan. HV248 C68 2006