

**City University of Hong Kong**  
**Course Syllabus**  
**offered by Department of Applied Social Sciences**  
**with effect from Summer Term 2015**

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**Part I Course Overview**

<b>Course Title:</b>	Social Welfare Management
<b>Course Code:</b>	SS5112
<b>Course Duration:</b>	One Semester
<b>Credit Units:</b>	3
<b>Level:</b>	P5
<b>Medium of Instruction:</b>	English
<b>Medium of Assessment:</b>	English
<b>Prerequisites:</b> <i>(Course Code and Title)</i>	Nil
<b>Precursors:</b> <i>(Course Code and Title)</i>	Nil
<b>Equivalent Courses:</b> <i>(Course Code and Title)</i>	Nil
<b>Exclusive Courses:</b> <i>(Course Code and Title)</i>	Nil

## Part II Course Details

### 1. Abstract

This course aims to (a) facilitate students to learn and evaluate the relevance and importance of management concepts and theories in the context of major concerns and challenges facing the welfare sector, and (b) enable students to apply key management theories and concepts in not-for-profit organizations and social enterprises.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Identify what management is and analyze the changing roles and functions of management in the welfare field, with an emphasis on social accountability and ethical issues	20%	√		
2.	Describe and apply theories, concepts and principles of management including social planning and development, agency development and evaluation in the welfare field	40%	√	√	
3.	Discover and analyze critically contemporary management challenges and issues facing the social welfare sector in Hong Kong	40%	√	√	√
		100%			

**A1: Attitude**

*Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.*

**A2: Ability**

*Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.*

**A3: Accomplishments**

*Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.			Hours/week (if applicable)
		1	2	3	
TLA1: Lectures	Lectures cover management topics related to all CILOs, and will be used to explain the concepts, theories and methods of management and their application in the welfare field.	√	√	√	
TLA2: Interactive Learning Activities	Interactive learning activities include multi-media demonstrations, field visits, role plays and group exercises on theories and concepts of management.		√	√	

TLA	Brief Description	CILO No.			Hours/week (if applicable)
		1	2	3	
TLA3: Tutorial	Real cases will be used for students to apply creatively what they learn through lectures and recommended references in analyzing management issues and challenges in human services.	√	√	√	
	Students will form into small groups to present management issues of their choice. They are required to conduct simple research (e.g. library search, interviewing informants) to analyse the causes and implications of the issues; and to suggest ways to handle the issues creatively. They are also required to involve other students in group discussion or other form of interactive learning activities during their presentation.	√	√	√	
TLA4: Guest Presentation	Managers of NGOs will be invited to share their experiences of and insight on managing changes and challenges in the welfare field.		√	√	

#### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.			Weighting	Remarks
	1	2	3		
Continuous Assessment: 100%					
<u>AT1: Discussion and reflection notes</u>  Discussion and reflection notes arising from various learning activities such as case demonstrations, role plays, group exercises and guest presentation.	√	√	√	10%	
<u>AT2: Individual paper</u>  Individual paper to investigate a selected management issue or challenge, with special focus on the integration of theory and practice in relation to a specific organizational context.	√	√	√	60%	
<u>AT3: Group Presentation</u>  Group presentation on a management issue or challenge in welfare service. The assessment will be conducted by both the teacher and peer members of the group.	√	√		30%	
Examination: 0% (duration: hours)				100%	

## 5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criteria	Excellent (A+, A, A-)	Good (B+, B, B-)	Adequate (C+, C, C-)	Marginal (D)	Failure (F)
1. Discussion and reflection notes	1.1 Active participation in class exercises and activities, submission of reflection notes arising from various learning activities.	Outstanding	High	Moderate	Basic	Not reaching marginal levels
2. Individual paper	2.1 Ability to relate relevant theories and concepts to empirical observations 2.2 Ability to critically assess relevant issues on the management of human service organizations 2.3 Ability to generate insights on management issues 2.4 Ability to present the views and arguments in an organized and clear manner	Outstanding	High	Moderate	Basic	Not reaching marginal levels
3. Group presentation	3.1 Ability to explain, differentiate and make critical comment on concepts or theories 3.2 Ability to apply and integrate concepts/theories into practice 3.3 Ability to make interesting and clear presentation 3.4 Ability to involve all students of the tutorial groups	Outstanding	High	Moderate	Basic	Not reaching marginal levels

## Part III Other Information (more details can be provided separately in the teaching plan)

### 1. Keyword Syllabus

(An indication of the key topics of the course.)

#### 1.1 Fundamentals of Welfare Management

Topics to be covered may include: social work practice within the legal framework, classification of law, sources of law, legal research; Law making process- the legislature and courts; and the common law and various areas relevant to social work practice

#### 1.2 Functions of Management

Strategic Planning and Management, Social Planning and Development, Programme Planning, Organization Development, Human Resource Management, Organizational Structure, Motivation, Leadership and Supervision, Performance Appraisal, Marketing for Professional Services, Resource Management, Evaluation of Organizational Performance.

#### 1.3 Contemporary Management Challenges and Issues

Management of Change, Risk management, Social Enterprise Movement, Learning Organization, Quality Management, Social Responsibility, Managing Diversity

### 2. Reading List

#### 2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Lewis, J. A., Packard, T. R., & Lewis, M., D. (2012). <i>Management of Human Service Programs</i> . (International Edition) (5 <sup>th</sup> ed.). US: Thomson Higher Education/Brooks/Cole.
2.	Robins. S.P. & Coulter, M., (2009). <i>Management</i> (10th Edition). New Jersey: Prentice Hall International Editors.
3.	Weinbach, R. W. & Taylor, L.M. (2011). <i>The social worker as manager: a Practical guide to success</i> . (6th ed.) Boston: Allyn & Bacon.

#### 2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Andreasen, R. A. (2006). <i>Social marketing in the 21st Century</i> . Thousand Oaks, CA: Sage Publications.
2.	Bornstein, D. (2007). <i>How to change the world: social entrepreneurs and the power of new ideas</i> . Oxford: Oxford University Press.
3.	Chan, K.T. & Sze, A. (2003). Impacts of welfare reform on non-governmental organizations. K. T. Chan and D. Mak (Eds.) <i>Social Services Administration In Hong Kong: Theoretical Issues and Case Studies</i> . World Scientific, 231-237.
4.	Hardina, D., Middleton, J., Montana, S. & Simpson, R.A. (2007). <i>An empowering approach to managing social service organizations</i> . New York: Springer Publishing.

5.	Hong Kong Council of Social Service (ed.) (1996). <i>Management of social service agencies: CASEBOOK</i> . Hong Kong: HKCSS.
6.	Hunger, J. D. & Wheelen, T.L. (1996). <i>Strategic management</i> (5th ed.). New York: Addison-Welsey Publishing Co.
7.	Kotler, P. & Armstrong, G. (2012). <i>Principles of Marketing</i> (14th ed.) Boston: Pearson Prentice Hall.
8.	Leung, J.C.B. (2002). The advent of managerialism in social welfare: The case of Hong Kong. <i>Hong Kong Journal of Social Work</i> 36 (1/2), 61-82
9.	Leung, T.T.F. (2011) Client participation in managing social work service – an unfinished quest. <i>Social Work</i> . 56 (1), 43-52.
10.	Megivern, D.M. Megivern, D.M., McMillen, J.C., Proctor, E.K., Striley, C.L.W., Cabassa, L.J., & Munson, M.R. (2007). Quality of care: Expanding the social work dialogue. <i>Social Work</i> , 52 (2), 115-124.
11.	Ng, S.H., Cheung, S.Y.L. & Prakash, B. (2010). <i>Social capital in Hong Kong: Connectivities and social enterprise</i> . Hong Kong: City University of Hong Kong Press.
12.	Selber, K. & Streeter, C. (2000). A customer-oriented model for managing quality in human services. <i>Administration in Social Work</i> 24 (2), 1-14.
13.	Skidmore, R.A. (2000). <i>Social work administration - Dynamic management and human relationships</i> . New York : Prentice-Hall,.
14.	Skidmore, R.A. (2000). <i>Social work administration - Dynamic management and human relationships</i> . New York : Prentice-Hall,.
15.	Social Welfare Department, Hong Kong Government. <i>Service Quality Standards (SQSs) and criteria</i> . Retrieved from <a href="http://www.swd.gov.hk/doc/ngo/SQSs%20and%20Criteria%20(Dec%202001)(Eng).pdf">http://www.swd.gov.hk/doc/ngo/SQSs%20and%20Criteria%20(Dec%202001)(Eng).pdf</a>
16.	Statham, Daphne (ed.) (2004). <i>Managing front line practice in social work</i> [electronic resource]. New York : Jessica Kingsley Publishers.
17.	Tang K. L., Fung, H. L., Au, Y. F. K., Lee, K. C. J. & Ko, S.F. L. (2008). <i>Social enterprise in Hong Kong: Toward a conceptual model</i> . Hong Kong: Central Policy Unit of the Government, HKSAR.
18.	The Hong Kong General Chamber of Social Enterprises. (2010). <i>Benchmark survey on social enterprises in Hong Kong</i> . Hong Kong: Author.
19.	<i>Administration in Social Work</i> . (various issues of the journal)
20.	紀治興、楊建霞 (2010) 。 《社企營商二十式》。香港: 民政事務局思網絡。
21.	梁偉康.(2012). <i>成效管理：非營利社會服務組織全面實踐策略</i> 。香港：非營利組織卓越管理有限公司出版。