# SS3112: SOCIAL WORK MANAGEMENT AND SUPERVISION

**Effective Term**
Semester A 2022/23

## Part I Course Overview

**Course Title**
Social Work Management and Supervision

**Subject Code**
SS - Social and Behavioural Sciences
**Course Number**
3112

**Academic Unit**
Social and Behavioural Sciences (SS)

**College/School**
College of Liberal Arts and Social Sciences (CH)

**Course Duration**
One Semester

**Credit Units**
3

**Level**
B1, B2, B3, B4 - Bachelor's Degree

**Medium of Instruction**
English

**Medium of Assessment**
English

**Prerequisites**
Nil

**Precursors**
Nil

**Equivalent Courses**
Nil

**Exclusive Courses**
Nil

# Part II Course Details

**Abstract**

This course aims to enable students to To integrate concepts, theories, and principles in management, and to apply them to real life situations in a social welfare setting. To identify current management practices and issues facing the welfare sector in Hong Kong. To perform competently in the role of a first-line manager in the welfare sector.

**Course Intended Learning Outcomes (CILOs)**

|   | CILOs | Weighting (if app.) | DEC-A1 | DEC-A2 | DEC-A3 |
|---|---|---|---|---|---|
| 1 | Explain what management is and the changing roles and functions of management in the welfare field | 15 | x | | |
| 2 | Describe and apply theories and skills of management creatively in the first-line management of a welfare service unit. | 15 | x | x | x |
| 3 | Explain and apply appropriate social work supervision approaches and skills. | 20 | x | x | x |
| 4 | Analyze contemporary management issues facing the welfare sector. | 20 | x | x | x |
| 5 | Relate the concepts and theories learned in this course totheir observations and working experience. | 30 | x | x | x |

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 real-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.

**Teaching and Learning Activities (TLAs)**

|   | TLAs | Brief Description | CILO No. | Hours/week (if applicable) |
|---|---|---|---|---|
| 1 | Lecture | Lecture on concepts, theories, and methods of human service management will be delivered with the use of powerpoint and other forms of audio-visual aids, e.g. video demonstration. | 1, 2, 3, 4, 5 | |

| 2 | Active participation, interactive activities | Interactive activities (e.g. small group discussion, role play) and a short quiz on lecture material help students to grasp the concepts. | 1, 2, 3, 4, 5 | |
| 3 | Group presentation | Students will form into small groups. Each group will select a contemporary issue on management and supervision, conduct research studies, and present to other students, demonstrating an integration of relevant theories to practice observations and experiences. | 1, 2, 3, 4, 5 | |
| 4 | Guest presentation by social service managers | Practising social service managers will be invited to share issues and challenges confronting contemporary welfare sector in Hong Kong. | 1, 2, 3, 4, 5 | |

**Assessment Tasks / Activities (ATs)**

| | ATs | CILO No. | Weighting (%) | Remarks (e.g. Parameter for GenAI use) |
|---|---|---|---|---|
| 1 | AT1: Active participation and review of concepts: Active attendance, participation in tutorial, lectures are required for optimal learning in this course, review of presented material to prepare for theshort quiz | 1, 2, 3 | 20 | |
| 2 | AT2: Group Presentation: Group presentation on a selected issue on management and supervision, to demonstrate integration of relevant theories to practice observations and experiences. | 1, 2, 3, 4, 5 | 30 | |

| 3 | AT3: Individual Paper: Individual paper of around 2,000 words to investigate selected themes of management and supervision with special focus on integration of theoretical and practice issues in relation to a selected organization situation. | 1, 2, 3, 4, 5 | 50 | |
|---|---|---|---|---|

**Continuous Assessment (%)**

100

**Examination (%)**

0

**Assessment Rubrics (AR)**

**Assessment Task**

1.Active participation in lectures and tutorials, shortquiz

**Criterion**

1.Full attendance and participation in lecture and tutorial discussions

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reaching marginal levels

---

**Assessment Task**

1.Active participation in lectures and tutorials, shortquiz

**Criterion**

Thorough review of learned concepts toprepare for the quiz

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reaching marginal levels

---

**Assessment Task**
2.Group Presentation

**Criterion**
1.Ability to explain, differentiate and make critical comment on conceptsor theories

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reachingmarginal levels

---

**Assessment Task**
2.Group Presentation

**Criterion**
2.Abilitytoapplyandintegrate concepts/theories into practice

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reachingmarginal levels

---

**Assessment Task**
2.Group Presentation

**Criterion**
3.Ability to make interesting and clear presentation

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reachingmarginal levels

---

**Assessment Task**
2.Group Presentation

**Criterion**
4.Ability to involve other students

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reachingmarginal levels

---

**Assessment Task**
3.Individual paper

**Criterion**
1.Ability to relate relevant theories and concepts to empiricalobservations

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reachingmarginal levels

---

**Assessment Task**
3.Individual paper

**Criterion**
2.Ability to critically assess relevantissues on the management of human service organizations

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**
Not even reachingmarginal levels

---

**Assessment Task**
3.Individual paper

**Criterion**
3.Ability to generate insights on management issues

**Excellent (A+, A, A-)**
High

**Good (B+, B, B-)**
Significant

**Fair (C+, C, C-)**
Moderate

**Marginal (D)**
Basic

**Failure (F)**

Not even reachingmarginal levels

---

**Assessment Task**

3.Individual paper

**Criterion**

4.Ability to present the views and arguments in an organized andclear manner

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reachingmarginal levels

---

# Part III Other Information

### Keyword Syllabus

Changing roles of welfare management in contemporary Hong Kong society, models of management, social accountability, budgetting, fund raising and resource management, leadership, teamwork and social work supervision, program and change management, management challenges in welfare field.

### Reading List

### Compulsory Readings

| | Title |
|---|---|
| 1 | Lewis, J. A., Packard, T. R., & Lewis, M. D. (2012). Management of human service programs (International student edition) (5th ed.). Belmont, CA: Thomson HigherEducation/Brooks/Cole. |
| 2 | Robins, S. P., & Coultar, M. (2013). Management (Pearson international edition) (12nd ed.).New Jersey: Pearson Prentice Hall. |
| 3 | Weinbach, R. W. & Taylor, L.M. (2011). The social worker as manager: a Practical guide tosuccess. (6th ed.) Boston: Allyn & Bacon. |

### Additional Readings

| | Title |
|---|---|
| 1 | Au, K., & Birtch, T. A. (2011). Social enterprise as an interactive process between entrepreneurs and the community: A social capital perspective. In S. H. Ng, S. Y.L. Cheung, & B. Parkash (Eds.), Social capital in Hong Kong: Connectivities and social enterprise (pp. 279-301). Hong Kong: City University of Hong Kong. |
| 2 | Chan, K.T. & Sze, A. (2003). Impacts of welfare reform on non-governmental organizations.K. T. Chan and D. Mak (Eds.) Social Services Administration In Hong Kong: Theoretical Issues and Case Studies. World Scientific, 231-237. |

| 3 | Galera, G., & Borzaga, C. (2009). Social enterprise: An international overview of its conceptual evolution and legal implementation. Social Enterprise Journal, 5(3),210. Retrieved from http://search.proquest.com/docview/603595283?accountid=10134 |
|---|---|
| 4 | Hardina, D., Middleton, J., Montana, S. & Simpson, R.A. (2007). An empoweringapproach to managing social service organizations. New York: Springer Publishing. |
| 5 | Hong Kong Council of Social Service (ed.) (1996). Management of social serviceagencies: CASEBOOK. Hong Kong: HKCSS. |
| 6 | Hunger, J. D. & Wheelen, T.L. (1996). Strategic management (5th ed.). New York:Addison-Welsey Publishing Co. |
| 7 | Leung, J.C.B. (2002). The advent of managerialism in social welfare: The case of HongKong. Hong Kong Journal of Social Work 36 (1/2), 61-82 |
| 8 | Leung, T. T. F. (2011). Client participation in managing social work service – An unfinishedquest. Social Work, 56(1), 43-52. |
| 9 | Leung, T. T. F. (2008). Accountability to welfare service users - Challenges and responsesof service providers. British Journal of Social Work, 38(3), 531-545. |
| 10 | Selber, K., & Streeter, C. (2000). A customer-oriented model for managing quality in humanservices. Administration in Social Work, 24(2), 1-14. |
| 11 | Sprang, G., Clark, J. J., & Woosley, A. W. (2007). Compassion fatigue, compassion satisfaction, and burnout: Factors impacting a professional's quality of life. Journal of Lossand Trauma, 12, 259-280 |
| 12 | Tang, K. L., Fung, H. L., Au, Y. F. K., Lee, K. C. J., & Ko, S. F. L. (2008). Social enterprisein Hong Kong: Toward a conceptual model. Hong Kong: Central Policy Unit of the Government, HKSAR |
| 13 | The Hong Kong General Chamber of Social Enterprises (2010). Benchmark survey on socialenterprises in Hong Kong. Hong Kong: Author. |
| 14 | Weinbach, R. W., & Taylor, L. M. (2011). The social worker as manager: A practical guideto success (6th ed.). Boston: Allyn & Bacon. |
| 15 | Wen, Z., & Chong, A. M. L. (2014). Legitimate deficit: Competitive bidding in a residual and semi-democratic welfare society. Voluntas: International Journal of Voluntary andNonprofit Organizations. doi: 10.1007/s11266-014-9499-1 |
| 16 | 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出版 |
| 17 | Administration in Social Work. (Various issues of the journal) |
| 18 | 紀治興、楊建霞 (2010) 。《社企營商二十式》。香港: 民政事務局思網絡。 |
| 19 | (Readings which are relevant to the course and helpful for preparing in class presentations) 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. Social Work, 52(2), 115-124. |
| 20 | Ng, S.H., Cheung, S.Y.L. & Prakash, B. (2010). Social capital in Hong Kong: Connectivities and social enterprise. Hong Kong: City University of Hong Kong Press. |
| 21 | Skidmore, R.A. (2000). Social Work Administration - Dynamic management and human relationships. New York: Prentice-Hall,. |
| 22 | Social Welfare Department, Hong Kong Government. Service Quality Standards (SQSs) and criteria. Retrieved from http://www.swd.gov.hk/doc/ngo/_SQSs%20and%20Criteria%20(Dec&2001)(Eng).pdf Statham, Daphne (ed.)(2004). Managing front line practice in social work [electronic resource]. New York: Jessica Kingsley Publishers. |