

# SS4111: MANAGEMENT AND SUPERVISION IN HUMAN SERVICES

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## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Management and Supervision in Human Services

### Subject Code

SS - Social and Behavioural Sciences

### Course Number

4111

### 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

Other Languages

### Other Languages for Medium of Instruction

English, supplemented by Chinese (Cantonese) in live demonstration, skills rehearsal, and role-play

### Medium of Assessment

English

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

Nil

### Exclusive Courses

Nil

## Part II Course Details

### Abstract

The major goal of this course is to promote students' understanding of and practice competence in being a first-line manager in human services, including social welfare and education. Students will also be exposed to current management issues facing the human service sector in Hong Kong.

### Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	apply theories, concepts and principles of management as a first-line manager of a human service organization;	40		x	
2	apply management approaches and skills creatively in supervising subordinates; and	30		x	
3	discover and analyze critically contemporary management challenges and issues facing human services in Hong Kong.	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.

### Learning and Teaching Activities (LTAs)

LTAs	Brief Description	CILO No.	Hours/week (if applicable)	
1	Lecture	Students will explore concepts, theories, and methods of human service management through interactive activities. Students will be assigned to small groups of 2 to 4 to discuss and to apply managerial concepts and theories in case studies, or to analyze the causes and implications of contemporary management issues in human services.	1, 2, 3	3 hours

2	Tutorial	Students will use real cases to creatively apply what they've learned in lectures and readings, analyzing management challenges in human services. In small groups, students will present on management issues of their choice, conducting research (e.g., library searches, interviews) to explore causes and implications.	1, 2, 3	3 hours/week for 4 weeks
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**Assessment Tasks / Activities (ATs)**

	ATs	CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	Term paper	1, 2, 3	50	-	No
2	Quiz	1, 2, 3	30	-	No
3	Leading and Presenting in Tutorial	1, 2, 3	20	Allow AI to (1) conduct proof editing; (2) brainstorm and generate initial ideas.	Yes

**Continuous Assessment (%)**

100

**Examination (%)**

0

**Assessment Rubrics (AR)****Assessment Task**

1. Term paper

**Criterion**

- 1.1 Ability to relate relevant theories and concepts to empirical observations.
- 1.2 Ability to critically assess relevant issues on the management of human service. organizations.
- 1.3 Ability to generate insights on management issues.
- 1.4 Ability to present the views and arguments in an organized and clear manner.

**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

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**Assessment Task**

2. Quiz

**Criterion**

Ability to describe, differentiate and apply concepts and theories taught.

**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

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**Assessment Task**

3. Leading and Presenting in Tutorial

**Criterion**

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 involved all students of the tutorial groups

**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

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## Part III Other Information

### Keyword Syllabus

General introduction. Organization and management. Short term and strategic planning. Organization Structure. Human resource management. Leadership. Staff supervision. Team building. Total Quality Management. Financial management. Community liaison. Risk Management.

### Reading List

#### Compulsory Readings

Title	
1	Lewis, J. A., Packard, T. R., & Lewis, M. D. (2012). <i>Management of human service programs</i> (International Student Edition) (5th Ed.). Belmont, CA: Thomson Higher Education/Brooks/Cole.
2	Weinbach, R. W. & Taylor, L.M. (2014). <i>The social worker as manager: a practical guide to success</i> . (7th ed.) Allyn & Bacon.

#### Additional Readings

Title	
1	Bornstein, D. (2007). <i>How to change the world: social entrepreneurs and the power of new ideas</i> . Oxford: Oxford University Press.
2	Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Cocreating new business models for developing markets. <i>Long Range Planning</i> , 43(2), 326–342. <a href="https://doi.org/10.1016/j.lrp.2009.11.003">https://doi.org/10.1016/j.lrp.2009.11.003</a>
3	Furman, R., & Gibelman, M. (2013). Coping with change. In <i>Navigating human services organizations</i> (pp. 206–221). Lyceum Books.
4	Germak, A. J. (2015). Financial management. In <i>Essential business skills for social work managers</i> (pp. 25–48). Taylor & Francis.
5	Germak, A. J. (2015). Marketing, sales, and communication. In <i>Essential business skills for social work managers</i> (pp. 79–102). Taylor & Francis.
6	Hardina, D., Middleton, J., Montana, S. & Simpson, R.A. (2007). <i>An empowering approach to managing social service organizations</i> . Springer Publishing.
7	Kotler, P. & Armstrong, G. (2012). <i>Principles of marketing</i> (14th ed.) Pearson Prentice Hall.
8	Lawler, J., & Bilson, A. (2009). <i>Social work management and leadership: Managing complexity with creativity</i> . Routledge.
9	Lee, W. (2016). Social work–business sector collaboration in pursuit of economic justice. <i>Social work</i> , 61(3), 209–216. <a href="https://doi.org/10.1093/sw/sww019">https://doi.org/10.1093/sw/sww019</a>
10	Leung, T.T.F. (2011) Client participation in managing social work service – an unfinished quest. <i>Social Work</i> . 56 (1), 43–52. <a href="https://doi.org/10.1093/sw/56.1.43">https://doi.org/10.1093/sw/56.1.43</a>
11	Lewis, J. A., Packard, T., & Lewis, M. D. (2011). Planning and program design. In <i>Management of human service programs</i> (pp. 45–77). Thomson.
12	Meehan, W., & Jonker, K. (2018). <i>Engine of impact: Essentials of strategic leadership in the nonprofit sector</i> . Stanford Business Books, an imprint of Stanford University Press. Chapter 8: “Scaling,” pp. 186–212.
13	Meehan, W., & Jonker, K. (2018). <i>Engine of impact: Essentials of strategic leadership in the nonprofit sector</i> . Stanford Business Books, an imprint of Stanford University Press. Chapter 3: “Count What Counts,” pp. 77–100.
14	Mitchell, George E, & Calabrese, Thad D. (2019). Proverbs of nonprofit financial management. <i>The American Review of Public Administration</i> , 49(6), 649–661. <a href="https://doi.org/10.1177/0275074018770458">https://doi.org/10.1177/0275074018770458</a>
15	Ng, S.H., Cheung, S.Y.L. & Prakash, B. (2010). <i>Social capital in Hong Kong: Connectivities and social enterprise</i> . City University of Hong Kong Press.