

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 human service 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 human service 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 Human Service 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 Human Service Organizations</p> <ul style="list-style-type: none"> - Concepts of Quality in Human Service Organizations - Models of Quality Management; QC, QA, TQM, CQI - Process of Implementing Total Quality Management in Human Service Organizations <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 demonstrate their competence in analyzing contextual attributes affecting human service organizations' management 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 1025 1465 1406"> <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 presentation 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 1821 1465 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> <tr> <td>▪ library search/ agency visit</td> <td>32 Hrs.</td> </tr> </table>	Class contact:		▪ Lectures	39 Hrs.	Other student study effort:		▪ library search/ agency visit	32 Hrs.																														
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	▪ small group discussion for case studies	48 Hrs.
	Total student study effort	119 Hrs.
Reading List and References	<p><u>Essential</u></p> <p>Almed, S. (2013). <i>Effective non-profit management: Context, concepts, and competencies</i>. N.Y.: CRC Press.</p> <p>Brody, R. & Nair, M.D. (2014) <i>Effectively managing and leading human service organizations</i> (4th ed.). Los Angeles: Sage Publications.</p> <p>Charantimath, P.M. (2011) <i>Total quality management</i>. Delhi: Pearson.</p> <p>Goodman, M., & Dingli, S.M. (2017). <i>Creativity and strategic innovation management: Directions for future value in changing times</i> (2nd ed.). N.Y.: Routledge.</p> <p>Lipshitz, R., Popper, M., & Friedman, V.J. (2007). <i>Demystifying organizational learning</i>. Thousand Oaks, CA.: Sage Publications.</p> <p>Milakovich, M.E. (2006). <i>Improving service quality in the global economy: Achieving high performance in public and private sectors</i> (2nd ed.). Boca Raton, FL: Auerbach Publications.</p> <p><u>Supplementary</u></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. & Hawkins, F. (1999) <i>Making TQM work: Quality tools for human service organizations</i>. New York: Springer Pub. Co.</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>Hoque, Z., & Parker, L. (2014). <i>Performance management in nonprofit organizations: global perspective</i>. Hoboken: Taylor & Francis.</p> <p>MacIntosh, R. et al. (2006) <i>Complexity and organization: Readings and conversations</i>. Abingdon, Oxon; New York: Routledge.</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>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>	

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| | <p>Rahim, M.A. (2011). <i>Managing conflict in organizations</i> (4th ed.). New Brunswick, N.J.: Transaction Publishers.</p> <p>Redburn, F.S., Shea, R.J., & 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>Starbuck, W.H. et al (2008) <i>Organizational learning and knowledge management</i>. Cheltenham; Northampton, MASS: Edward Elgar Publishing.</p> |
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