Subject Description Form

Subject Code	APSS5789
Subject Title	Principles & Methods of Social Service Administration
Credit Value	2
Level	5
Pre-requisite / Co-requisite/ Exclusion	Nil
Assessment Methods	(see table below)

100% Continuous Assessment	Individual Assessment	Group Assessment
1. Class Participation	10%	--
2. Student Presentation	--	35%
3. Individual Paper	55%	--

- The grade is calculated according to the percentage assigned;

- The completion and submission of all component assignments are required for passing the subject; and

- Student must pass all the components if he/she is to pass the subject.

Objectives	1. To learn and apply the principles, methods, and skills in managing social services in changing contexts with compatible values in social work. 2. To actualize learning experience through examining the NGO administration. Students try to work out personalized administrative strategies to tackle issues/ problems identified from daily work.

Intended Learning Outcomes	Upon completion of the subject, students will be able to:
	a) critically reflect on their values and beliefs in analyzing management problems relating to social service administration,
	b) develop their own framework for analyzing management problems, issues and problems in social work services,
	c) appreciate and apply the organizational theories, leadership theories, and management theories into social service organizations,
	d) understand the structure, functions, and processes of social service organizations,
	e) understand financial resources and manage with principles for social services organizations,
	f) identify different leadership styles and understand the key issues in managing the staffs in a social service organization,
	g) equip with marketing skills and knowledge in human services contexts,
	h) analyze an organization and make suggestions for organizational changes and innovation, and
	i) able to be aware of the major current issues faced by social service organizations in Hong Kong (e.g. managerialism, quality management, lump-sum grant, & cost saving)

Subject Synopsis/ Indicative Syllabus	1. Social Service Administration – Theories & Perspectives
	2. Rise of managerialism and its impacts-- FSA & SQS
	3. Financing & Marketing in Social Work Services
	4. Leadership and Human Resources management in NGO
	5. Social Innovation & Challenges

Teaching/Learning Methodology	**Teaching and Learning Methods**
	1. Lecture
	2. Agency interviews
	3. Student presentation
	4. Guest speaker sharing

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	a	b	c	d	e	f	g	h	i
	1. Class participation	10%	√	√	√	√	√	√	√	√	√

2. Student presentation	35%	√	√	√	√	√	√	√	√	√
3. Individual paper	55%	√	√	√	√	√	√	√	√	√
Total	100%									

This subject consists of lectures and seminars.

Student presentation provides a platform for students to take the lead in investigating significant issues in a social service agency. Feedback from the teacher and classmates will enlighten students to have integration and more critical reflection over the administrative issues that they will face in the social work field. Attendance to all presentation sessions is a MUST.

Individual Paper (2000-2200 words) is a review of the students' knowledge and ability of analysis in a chosen area of administrative practice in social work. The students are encouraged to think about the principles and reflect his/her own values, attitude, knowledge, and skills in social service administration. This is also a demonstration of the student's understanding in the administrative issues in social work services.

Late submission: One sub-grade is deducted per 24 hours for late submission.

Student Study Effort Required	**Class contact:**	
	▪ Lecture	26 Hrs.
	Other student study effort:	
	▪ Preparation for Seminar Presentation	20 Hrs.
	▪ Self-Study	52 Hrs.
	Total student study effort	98 Hrs.

Reading List and References	***Essential*** Ahmed, S. (2017). *Effective Non-Profit Management : Context, Concepts, and Competencies* (1st edition). Routledge.

Nothdurfter, U., & Zadra, F. (Eds.). (2023). *Promoting Social Innovation and Solidarity Through Transformative Processes of Thought and Action*. bu,press.

Rofuth, T. W., & Piepenbring, J. M. (2020). *Management and leadership in social work : a competency based approach*. Springer Publishing Company.

Worth, M. J. (2025). *Nonprofit management: Principles and Practice* (7th edition.). SAGE Publications, Inc.

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

Supplementary

Bose D.C. (2012) *Principles of management and administration*, PHI Learning Private Limited

Brody, R., & Nair, M. (2014). *Effectively Managing and Leading Human Service Organiz*ations (4th ed.). CA: Sage.

Kettner, P.M. (2013). *Excellence in Human Service Organization Management*. Pearson.

Kettner, P. M., Moroney, & Martin, L. L. (2008). *Designing and Managing Programs: An Effectiveness-based Approach* (3rd ed.) Sage Publications.

Lawer, J., & Bilson, A. (2010). *Social Work Management and Leadership; Managing Complexity and Creativity*. Routledge.

Lewis, J., Packard, T., & Lewis, M. (2012). *Management of Human Service Programs* (5th ed.). Thomson Learning.

Montes J.A. and Casademunt A.M. (2014) *ICT management in non-profit organisations,* IGI Global

Patti, R. J. (Ed.). (2009). *The Handbook of Human Service Management*. Sage.

Seelos, Christian. (2017). *Innovation and Scaling for Impact: How Effective Social Enterprises Do It.* Stanford Business Books,

Shafritz, J.M., Ott, J.S., & Jang, Y.S. (2011). *Classics of organization theory* (Ed.). Cengage Learning.

Watson, L.D., & Hoefer, R.A. (2014). *Developing nonprofit and human service leaders: Essential knowledge and skills.* SAGE.

Weinback, R. (2008). *The Social Worker as Manager: A Practical Guide to Success.* (5th ed.). Allyn & Bacon.

Website:

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https://www.hkcss.org.hk/%e6%a0%b8%e5%bf%83%e6%a5%ad%e5%8b%99/%e5%85%b1%e5%89%b5/%e5%8d%9a%e6%96%bd%e5%8c%af/

Asian Charity Services

https://www.asiancharityservices.org/ngo-stories/

Social Welfare Department

https://www.swd.gov.hk/en/ngo/subventions/

Recommended Academic Journals

British Journal of Social Work

Chinese Stanford Social Innovation Review

International Social Work

Human Service Organizations: Management, Leadership & Governance (former Administration in Social Work)

	Nonprofit Management and Leadership
	Nonprofit and Voluntary Sector Quarterly
	Social Service Review
	Stanford Social Innovation Review
	Voluntas

Academic Integrity about plagiarism:

https://www.polyu.edu.hk/ogur/docdrive/Academic_Integrity/Plagiarism_Booklet.pdf.

Please also refer to Appendix 3 of Student Handbook for Taught Programmes.

Use of Generative Artificial Intelligence in Assessment

You are required to declare the use of AI and how they have been used in a form similar to the following: *"I/We declare that Generative AI tools have been used to prepare the submitted work. The Generative AI tools used and the manner in which they were used are as follows:…………………………......"* If you use AI-generated materials in your work, you must reference them in accordance with accepted academic conventions (e.g. APA or MLA styles).

Please refer to the Guidelines for Students on the Use of Generative Artificial Intelligence for details.