



**THE UNIVERSITY OF HONG KONG**

**DEPARTMENT OF SOCIAL WORK & SOCIAL ADMINISTRATION**

Master of Social Sciences in

NONPROFIT  
*Management*

**Student Handbook**

**2022-2023**

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## I. Message from Programme Director

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The Master of Social Sciences in Nonprofit Management programme is the first master degree in nonprofit management in Hong Kong. Our programme trains global leaders in the nonprofit sector, with a focus on the Asia/Pacific regions. It addresses cutting-edge developments in social innovation, strategic problem-solving, impact philanthropy, and capacity enhancement through effective leadership, financial planning, social branding, and design thinking.

The programme is designed to train the next generation of leaders for the nonprofit sector. With vibrant economic and social development in the East, there is active civil society development in recent years, evidenced by sustained growth of the non-profit sector and philanthropic foundations in the region.

This curriculum offers cross disciplinary research-led teaching and connects nonprofit leaders from the field including NPM alumni, local and global experts to share experiences and insights, deepening students' knowledge and practice competence. Students will examine a wide range of nonprofit-related entities including social service and advocacy organizations, family foundations, corporate social responsibility programmes, and social enterprises. The blended learning involving intensive teaching mode and online forum is uniquely designed for working professionals. Students are prepared to advance their careers in the nonprofit sector and to create broader social impact locally and internationally following graduation.

This programme also offers candidates a dual degree option of the HKU Master of Social Sciences in Nonprofit Management plus the Master of Public Affairs (MPA) from the School of Public and Environmental Affairs (SPEA) at Indiana University (IU), Bloomington. We welcome all of you to the big family of the Department of Social Work and Social Administration, The Faculty of Social Sciences and The University of Hong Kong. You will be proud to be the eighth batch of graduates of this programme in 2022 and 2023.



Dr. Lucy Jordan  
Programme Director  
Master of Social Sciences (Nonprofit Management)  
Department of Social Work and Social Administration

September 1, 2022

## II. Calendar

September 2022						
Su	M	Tu	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
October 2022						
Su	M	Tu	W	Th	F	S
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
November 2022						
Su	M	Tu	W	Th	F	S
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December 2022						
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### First Semester: Sept 1 – Dec 23, 2022

Aug 22 – Sept 15: Course Enrolment & Add/Drop Period  
(starts at 9:00am of Aug 22 and ends at 4:00pm of Sept 15)

Sept 12: Public Holiday (The day following the Chinese Mid-Autumn Festival)

Sept 14: Programme Orientation & Library Workshop

Sept 14 –18: First Week on Campus Teaching

Oct 1: Public Holiday (National Day)

Oct 4: Public Holiday (Chung Yeung Festival)

Oct 10 – 15: Reading Week

Oct 12 – 16: Second Week on Campus Teaching

Oct 27: SSCC Meeting

Nov 9 – Nov 13: Third Week on Campus Teaching

Nov 30 – Dec 4: Last Week of On Campus Teaching in First Semester

Dec 24: University Holiday

Dec 26 & Dec 27: Public Holidays (Christmas)

Dec 31: University Holiday (afternoon)

January 2023						
Su	M	Tu	W	Th	F	S
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29	30	31				
February 2023						
Su	M	Tu	W	Th	F	S
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March 2023						
Su	M	Tu	W	Th	F	S
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April 2023						
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30						

**Second Semester: Jan 16 – May 23, 2023**

Jan 2: Public Holiday (The day following the first day of January)

Jan 11 – 15: First Week on Campus Teaching

Jan 17 – Feb 7: Add/Drop Period for Courses (starts at 9:00am of Jan 17 and ends at 4:00pm of Feb 7)

Jan 23 – 25: Public Holiday (Chinese New Year’s Day)

Jan 23 – 28: Class Suspension Period for the Lunar New Year

Feb 15 – 19: Second Week on Campus Teaching

Mar 6 – 11: Reading Week

Mar 16: University Holiday (HKU Foundation Day)

Mar 22 – 26: Third Week on Campus Teaching

Mar 30: SSCC Meeting

Apr 5: Public Holiday (Ching Ming Festival)

Apr 7: Public Holiday (Good Friday)

Apr 8: Public Holiday (Day Following Good Friday)

Apr 10: Public Holiday (Easter Monday)

Apr 19 – 23: Last Week of on Campus Teaching in Second Semester

May 2023						
Su	M	Tu	W	Th	F	S
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21	22	23	24	25	26	27
28	29	30	31			
June 2023						
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July 2023						
Su	M	Tu	W	Th	F	S
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23	24	25	26	27	28	29
30	31					
August 2023						
Su	M	Tu	W	Th	F	S
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20	21	22	23	24	25	26
27	28	29	30	31		

### Summer Semester: May 24 – Aug 20, 2023

May 1: Public Holiday (Labour Day)

May 11, 14 – 15: First Week on Campus Teaching

May 26: Public Holiday (The Birthday of the Buddha)

Jun 8, 11 – 12: Second Week on Campus Teaching

Jun 22: Public Holiday (Tuen Ng Festival)

Jul 1: Public Holiday (Hong Kong Special Administrative Region Establishment Day)

Jul 6 & 9: Third Week on Campus Teaching

Jul 27, 30 – 31: Last Day on Campus Teaching in Summer Semester

### **III. Regulations**

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The degree of Master of Social Sciences (MSocSc) is a postgraduate degree awarded for the satisfactory completion of a prescribed course of study in one of the following fields: Behavioral Health; Clinical Psychology; Corporate Environmental Governance; Counselling; Criminology; Educational Psychology; Gerontology; Media, Culture and Creative Cities; Mental Health; Nonprofit Management; Psychology; Social Service Management; and Social Work. This section contains regulations applicable to MSocSc (NPM) programme.

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#### **Admission requirements**

MSS 1. To be eligible for admission to the courses leading to the degree of Master of Social Sciences, candidates

- (a) shall comply with the General Regulations and the Regulations for Taught Postgraduate Curricula;
- (b) shall hold
  - (i) a Bachelor's degree of this University; or
  - (ii) another qualification of equivalent standard from this University or from another University or comparable institution accepted for this purpose;
- (c) for a candidate who is seeking admission on the basis of a qualification from a university or comparable institution outside Hong Kong of which the language of teaching and/or examination is not English, shall satisfy the University English language requirement applicable to higher degrees as prescribed under General Regulation G2(b);
- (d) shall satisfy any other admission requirements which may be specified for individual fields of study in the regulations below; and
- (e) shall satisfy the examiners in a qualifying examination if required.

MSS 1.5. To be eligible for admission to the courses leading to the degree of Master of Social Sciences in the field of Media, Culture and Creative Cities, candidates shall hold a Bachelor's degree with honours, in addition to the requirements set out in Regulation MSS 1.

MSS 2. An application for exemption from the above requirements shall be considered on a case by case basis.

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#### **Qualifying examination**

MSS 3.

- (a) A qualifying examination may be set to test the candidates' formal academic ability or their ability to follow the courses of study prescribed. It shall consist of one or more written papers or their equivalent and may include a project report.
- (b) Candidates who are required to satisfy the examiners in a qualifying examination shall not be permitted to register until they have satisfied the examiners in the examination.

## **Award of degree**

MSS 4. To be eligible for the award of the degree of Master of Social Sciences, candidates

- (a) shall comply with the General Regulations and the Regulations for Taught Postgraduate Curricula; and
  - (b) shall complete the programme as prescribed in the syllabuses and satisfy the examiners in accordance with the regulations set out below.
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## **Period of study**

MSS 5. The curriculum shall normally extend over one academic year of full-time study; or two academic years of part-time study, with a maximum period of registration of two academic years of full-time study or three academic years of part-time study, unless otherwise specified for individual fields of study in the regulations below.

MSS5.6. In the field of Nonprofit Management, the programme shall normally extend over one academic year (three semesters) of full-time study or two academic years of part-time study, with a maximum period of registration of two academic years of full-time study or three academic years of part-time study.

MSS 6. Candidates shall not be permitted to extend their studies beyond the maximum period of registration specified in the above regulations, unless otherwise permitted or required by the Board of the Faculty.

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## **Advanced Standing**

MSS 7. Advanced Standing may be granted to candidates in recognition of studies completed successfully before admission to the curriculum. Candidates who are awarded Advanced Standing will not be granted any further credit transfer for those studies for which Advanced Standing has been granted. The amount of credits to be granted for Advanced Standing shall be determined by the Board of the Faculty, in accordance with the following principles:

- (a) a candidate may be granted a total of not more than 20% of the total credits normally required under a curriculum for Advanced Standing unless otherwise approved by the Senate; and
  - (b) credits granted for Advanced Standing shall not normally be included in the calculation of the GPA unless permitted by the Board of the Faculty but will be recorded on the transcript of the candidate.
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## **Exemption**

MSS 8. Candidates may be exempted, with or without special conditions attached, from the requirement prescribed in the regulations and syllabuses governing the curriculum with the approval of the Board of the Faculty, except in the case of a capstone experience. Approval for exemption of a capstone experience may be granted only by the Senate with good reasons. Candidates who are so exempted must replace the number of exempted credits with courses of the same credit value.



## **Progression in curriculum**

MSS 9. Candidates may, with the approval of the Board of the Faculty, transfer credits for courses completed at other institutions during their candidature. The number of transferred credits may be recorded in the transcript of the candidate, but the results of courses completed at other institutions shall not be included in the calculation of the GPA. The combined total number of credits to be granted for Advanced Standing and credit transfer shall not exceed half of the total credits normally required under the curricula of the candidates during their candidature at the University.

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## **Completion of curriculum**

MSS 10. To complete the curriculum, candidates

- (a) shall satisfy the requirements prescribed in TPG 6 of the Regulations for Taught Postgraduate Curricula;
  - (b) shall follow courses of instruction and complete satisfactorily all prescribed written work and field work;
  - (c) shall complete and present a satisfactory dissertation or capstone project as prescribed in the syllabuses; and
  - (d) shall satisfy the examiners in all prescribed courses and in any prescribed form of examination.
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## **Dissertation and Capstone project**

MSS 11. Subject to the provisions of Regulation MSS 10(c), the title of the dissertation or capstone project shall be submitted for approval by not later than March 31 of the final academic year in which the teaching programme ends and the dissertation or capstone project shall be presented by a date as prescribed in the syllabuses for each field of study; candidates shall submit a statement that the dissertation or capstone project represents their own work (or in the case of conjoint work, a statement countersigned by their co-worker(s), which show their share of the work) undertaken after registration as candidates for the degree.

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## **Assessment**

MSS 12. Candidates shall be assessed for each of the courses for which they have registered, and assessment may be conducted in any combination of continuous assessment of coursework, written examinations and/or any other assessable activities. Only passed courses will earn credits.

MSS 13.

- (a) Where so prescribed in the syllabuses, coursework or a dissertation or a capstone project shall constitute part or whole of the examination for one or more courses.
- (b) An assessment of the candidates' coursework during their studies, including completion of written assignments and participation in field work or laboratory work, as the case may be, may be taken into account in determining the candidates' result in each written examination paper; or, where so prescribed in the syllabuses, may constitute the examination of one or more

courses.

MSS 14. Candidates shall not be permitted to repeat a course for which they have received a passing grade for the purpose of upgrading.

MSS 15. Candidates who have failed to satisfy the examiners at their first attempt in not more than half of the number of courses to be examined, whether by means of written examination papers or coursework assessment, during any of the academic years of study, may be permitted make up for the failed course(s) in the following manner:

- (a) undergoing re-assessment/re-examination in the failed course; or
- (b) re-submitting failed coursework, without having to repeat the same course of instruction; or
- (c) repeating the failed course by undergoing instruction and satisfying the assessments; or
- (d) for elective courses, taking another course in lieu and satisfying the assessment requirements.

MSS 16. Subject to the provision of Regulation MSS 10(c), candidates who have failed to present a satisfactory dissertation or capstone project may be permitted to submit a new or revised dissertation or capstone project within a specified period.

MSS 17. Candidates who have failed to satisfy the examiners in any prescribed field work/practical work/internship may be permitted to present themselves for re-examination in field work/practical work/internship within a specified period.

MSS 18. Candidates who are unable because of their illness to be present at the written examination of any course may apply for permission to present themselves at a supplementary examination of the same course to be held before the beginning of the following academic year. Any such application shall be made on the form prescribed within two weeks of the first day of the candidate's absence from any examination. Any supplementary examination shall be part of that academic year's examinations, and the provision made in the regulations for failure at the first attempt shall apply accordingly.

MSS 19. There shall be no appeal against the results of examinations and all other forms of assessment.

MSS 20. Candidates who

- (a) are not permitted to present themselves for re-assessment/re-examination in any failed course(s) or to repeat the failed course(s) or take another course in lieu under Regulation MSS 15; or
- (b) have failed to satisfy the examiners in any course(s) at a second attempt; or
- (c) are not permitted to submit a new or revised dissertation or capstone project under Regulation MSS 16; or
- (d) have failed to submit a satisfactory new or revised dissertation or capstone project under Regulation MSS 16; or
- (e) have exceeded the maximum period of registration.

may be required to discontinue their studies.

## Grading systems

MSS 21. Individual courses shall be graded according to the one of the following grading systems:

(a) Letter grades, their standards and the grade points for assessment as follows:

Grade		Standard	Grade Point
A+	}	Excellent	4.3
A			4.0
A-			3.7
B+	}	Good	3.3
B			3.0
B-			2.7
C+	}	Satisfactory	2.3
C			2.0
C-			1.7
D+	}	Pass	1.3
D			1.0
F		Fail	0

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## Classification of awards

MSS 22. On successful completion of the curriculum, candidates who have shown exceptional merit may be awarded a mark of distinction, and this mark shall be recorded in the candidates' degree diploma.

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## Distinction list

Distinctions are proposed to be awarded to students who achieved a cumulative grade point average (CGPA) of 3.6 or above without any failed courses, and attained the grade of A- at least in the capstone experience course(s) (e.g., fieldwork practicum, dissertation). The Chief Examiner has the final decision on recommendation for conferment of the degree with a mark of distinction.

## IV. Curriculum

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Candidates are required to complete 60 credits, including 8 courses (6 credits each) and one capstone project (12 credits) in order to receive the Master of Social Sciences in the field of Nonprofit Management degree. Of the 8 courses needed to complete this degree, candidates are required to take 4 core courses then may choose the remaining four courses from a list of pre-approved electives. Candidates can take elective courses, with a maximum limit of two electives, from courses in other fields of study under the Master of Social Sciences (Behavioral Health, Gerontology, Mental Health, Social Service Management and Social Work) programmes. Special approval from the MNPM Programme Director and respective Programme Directors for the courses in the above-mentioned fields of study is needed.

### Compulsory courses

Candidates shall complete the following courses.

- MNPM7001 Public governance, structure and dynamics of the nonprofit sector in Greater China (6 credits)
- MNPM7002 Foundations of the nonprofit sector in comparative perspective (6 credits)
- MNPM7003 Managing nonprofit organisations: issues, tools and challenges (6 credits)
- MNPM7004 Performance measurement, assessment and programme evaluation (6 credits)

### Capstone experience course

Candidates shall complete the following course.

- MNPM7013 Capstone in nonprofit management (12 credits)

### Elective courses\*

Candidates shall complete four courses from the following list.

- MNPM7005 Strategic management of nonprofit organisations (6 credits)
- MNPM7006 The law, nonprofit and philanthropy (6 credits)
- MNPM7007 Talent management and strategic leadership for nonprofit organisations (6 credits)
- MNPM7008 NGO Board governance and development (6 credits)
- MNPM7009 Contemporary issues in effective philanthropy (6 credits)
- MNPM7010 Fund development and financial management for nonprofit organisations (6 credits)
- MNPM7011 Social entrepreneurship and innovation (6 credits)
- MNPM7012 Brand building and social marketing (6 credits)
- MNPM7014 Organizational Analysis and Strategic Development in Changing Context (6 credits)
- MNPM7015 Current topics in nonprofit management (6 credits)
- MNPM7016 Working toward sustainable development goals through experiential learning (6 credits)

\* Not all elective courses will necessarily be offered in a given year. Emerging issues will be embedded in elective courses to enrich nonprofit knowledge.

## V. Course Descriptions

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### *Compulsory Courses*

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#### **MNPM7001. Public governance, structure and dynamics of the nonprofit Sector in Greater China (6 credits)**

This course provides an overview of the major issues in public governance, structure and dynamics of civil society and nonprofit sector in Greater China. The different modes of public governance and public-private interface through the development of civil society in Hong Kong, Mainland China and Taiwan will be reviewed. The existence, functions and contributions of nonprofit organisations to public governance will be examined. Students will gain a broader understanding of the nature of current social issues in Greater China, such as the widening income disparity gap, aging, poverty and migrant workers, in the context of recent reforms. The course also provides an analysis of how civil society and nonprofit organisations shape the social and public policy agenda under different regimes.

Assessment: 100% coursework

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#### **MNPM7002. Foundations of the nonprofit sector in comparative perspective (6 credits)**

This course examines the theories and concepts, roles and development of nonprofit organisations, voluntary associations, philanthropic organisations and social enterprises from an historical, political, social and economic perspective. It also examines the distinct scope, theories and functions of such organisations, and how they operate and impact on society, to equip students with a deep understanding of the complexity of the sector and its relationship to public governance.

Assessment: 100% coursework

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#### **MNPM7003. Managing nonprofit organisations: issues, tools and challenges (6 credits)**

A major challenge facing the nonprofit sector today is to attain effective management in a complex, rapidly changing environment. This course provides an overview of the broad range of management tools, principles and practices on which nonprofit organisations rely as they seek to meet mission objectives, frame messages to attract public support, motivate volunteers, plan effectively, develop strong board leadership, connect with the other sectors, and set and meet performance objectives. The course also looks toward future trends and developments in the management of nonprofit organisations. Topics covered range from developing organisational capacity to leveraging stakeholder and community engagement.

Assessment: 100% coursework

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#### **MNPM7004. Performance measurement, assessment and programme evaluation (6 credits)**

This course introduces on data collection, assessment, impact and performance appraisal systems that nonprofit can implement to measure and assess efficacy of policies and

programmes. Performance measurement and programme evaluation are critical to improving the overall quality of programmes and services, gaining credibility with donors and demonstrating accountability and transparency to stakeholders. Topics also include: Social impact assessment (SIA) process, models and social variables for measuring social returns or social outputs especially in the fields of impact investing and social entrepreneurship, setting key performance indicators (KPIs); performance evaluation from a human capital perspective; and developing appropriate methods for communicating assessment results.

Assessment: 100% coursework

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### *Elective Courses*

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#### **MNPM7005. Strategic management of nonprofit organisations (6 credits)**

This course focuses on leadership and management of nonprofit organisations in the current context of resource scarcity and the blurring of boundaries between the private, public and nonprofit sectors. As there is increasing emphasis on corporate social responsibilities and collective shareholding in for-profit businesses, case studies of effective businesses and witnessing transformation of corporations will empower students to appreciate Change Management in an ever-changing socio-economic environment. The course aims to provide the necessary perspectives and tools for executing high-impact strategy, including the conceptual frameworks for understanding high-impact organisations and the role of strategic leadership; analytical tools for developing and evaluating strategy; issues around succession planning; risk assessment; systems thinking and sustainability; approaches to working with stakeholders to mobilise commitment; and methods for leading change and achieving goals.

Assessment: 100% coursework

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#### **MNPM7006. The law, nonprofit and philanthropy (6 credits)**

This course covers the range of legal issues affecting civic engagement, volunteerism, human rights, international standards, nonprofit organisations and philanthropy. It examines and compares the evolution of the legal systems pertaining to those underlying policies and regulatory issues contained in constitutional, tax, contract, and trust laws that affect the set up and operation of charities, foundations, social enterprises and other philanthropic endeavours in Greater China with a comparison to Western legal frameworks. International best practices in policies, legal framework and systems on civil society, philanthropy, fund management, impact investing and NPOs will be examined.

Assessment: 100% coursework

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#### **MNPM7007. Talent management and strategic leadership for nonprofit organisations (6 credits)**

Talent management has emerged in the field of human resources as a key strategy for improving how an organisation functions. It is a set of processes designed to manage, recruit, develop, motivate and retain a workforce with the goal of creating a sustainable, highly responsive and performance driven organisation. Topics covered include identifying a competency-based, integrated talent management system, volunteer recruitment and management, and promoting organisational values-based behavioral themes. Assessment: 100% coursework

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**MNPM7008. NGO Board governance and development (6 credits)**

This course presents an overview of nonprofit governance and issues of accountability that affect organisational performance from the structure, functions and composition of Boards to the individual fiduciary responsibility of each member. Topics covered include best practices on Board selection based on competency modelling; Board training and development, including working with cross-sectoral partners; collaboration and consensus building, how to assess Board performance and transformation of Boards. Assessment: 100% coursework

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**MNPM7009. Contemporary issues in effective philanthropy (6 credits)**

With international trends of establishing individual, corporate, family and community foundations, nonprofit and philanthropic organisations mushroom, especially in the Asia-Pacific area which share a culture of communal altruism and enjoy a steady economic development. The core values of modern philanthropy are examined along with the effects of ecological, historical, and social processes that influence traditions of giving in contemporary societies. The course delves into current issues and tensions around accountability, legitimacy, and the effectiveness of philanthropic institutions with consideration towards future trends. Effective philanthropy looks for impactful investments with a desire for genuine social change. This course examines the ways in which donors can distribute money through the analysis of different strategies, concepts and frameworks, along with implications for grantees and ultimately those funding recipients. Topics covered include high-impact philanthropy; developing metrics for measuring impact; strategic philanthropy; and the ethics of giving. Assessment: 100% coursework

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**MNPM7010. Fund development and financial management for nonprofit organisations (6 credits)**

A major priority for nonprofit organisations is securing funds in support of noble goals and programmes. This course covers the fundamentals of fund development and diversifying sources of income as part of an organisation's strategy to build up capacity for sustainable, long-term growth. The use of financial information in organisational planning, implementation, control, reporting, and analysis are essential to the smooth operation of nonprofit organisations. Topics to be covered include techniques for developing successful fundraising strategies and campaigns; examination of donor behaviour and giving methodologies; assessing various potential sources and types of support; prospecting and building relationships; ethics and fund stewardship; and understanding external issues with potential to impact fund development and organisational performance; as well as accounting, budgeting, preparing and analysing financial statements, and using analytical tools in financial-decision making to improve organisational performance. Assessment: 100% coursework

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**MNPM7011. Social entrepreneurship and innovation (6 credits)**

Social entrepreneurship is about advancing long-term social change through technological innovative solutions and is a rapidly developing and changing field that constitutes different activities and goals depending on whether one is from the private, nonprofit or public sector. This course analyses the strengths and limitations of social

entrepreneurship and social businesses, from a comparative perspective, as a tool for achieving significant lasting social change within nonprofit organisations. It explores the different theories, concepts, frameworks, guidelines and measurement tools, such as impact investing and SORI for effective social entrepreneurship and innovation with an eye towards sustainability of such solutions.

Assessment: 100% coursework

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### **MNPM7012. Brand building and social marketing (6 credits)**

Nonprofit organisations rely heavily on community good-will and public engagement to attain desirable social goals. Brand building and public relations can attract financial support, consumer and organisation loyalty, as well as creditability and talents. Social marketing is the application of marketing concepts and techniques to influence specific behaviors for social good. This course adopts a mode of professional practicum to cover the concepts and tools for nonprofit to design, implement and manage marketing strategies consistent with the social values and positioning of the organisation and supporting brand building. Students will learn how to conduct competitive analyses and market segmentation; understand target audience needs; develop and launch new offerings; explore opportunities for social entrepreneurship and product development; and understand and adapt marketing philosophies to threats and opportunities in the current environment.

Assessment: 100% coursework

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### **MNPM7014. Organizational Analysis and Strategic Development in Changing Context (6 credits)**

This course targets at middle and senior managers of non-profit organizations, foundations and corporate social responsibility programs to be equipped with the core knowledge and cutting-edge trends in strategizing organizational management and development. In confronting global challenges of rapid changes in public, business and social sectors, this course will offer deep analysis on organizational changes and learning to enhance students' knowledge and skills of multidisciplinary management. Topics may include change management, quality and performance monitoring systems, digital accountability and governance, strategic leadership, risk management, social economy and organizational innovations, etc.

Assessment: 100% coursework

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### **MNPM7015. Current topics in nonprofit management (6 credits)**

Effective nonprofit management requires students to be familiar with the often-complex issues created by a rapidly changing global environment and to understand the approaches being taken to address those challenges. This course provides the students with an opportunity to explore current and emerging issues in nonprofit management from both a theoretical and practical perspective.

The specific issues addressed will vary from year to year but may include such areas as nonprofit law and regulation; civic engagement, volunteering and volunteer management; new institutional forms and the blurring boundaries of the nonprofit sector; collaboration, networking and acquisition; interorganizational relations and public private partnership; challenges and opportunities in a digital environment; and the policy environment.

Assessment: 100% coursework

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**MNPM7016. Working toward sustainable development goals through experiential learning (6 credits)**

This credit-bearing Experiential Learning course coalesces scholars and expert practitioners to offer a unique learning experience through a study trip that aims to empower students with strong entrepreneurial and humanitarian spirit to work towards the Sustainable Development Goals with new insight, skills, knowledge, and leadership. Specifically, the study trip will examine successful social innovation and startup models, conservation and development struggles, and other critical topics that harness social innovation, local and international nonprofits, and public-private partnerships for social good in developing countries. Students will also learn to solve problems using a set of tools, including design thinking, project management and leadership, and marketing. Students will also learn how to design and lead similar types of experiential learning in the future.

Pre-requisite: MNPM7001. Public governance, structure and dynamics of the nonprofit sector in Greater China; and MNPM7002. Foundations of the nonprofit sector in comparative perspective; and MNPM7003. Managing nonprofit organisations: issues, tools and challenges  
Assessment: 100% coursework

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***Capstone Experience Course***

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**MNPM7013. Capstone in nonprofit management (12 credits)**

The capstone project enables students to integrate what they have learned from the programme and demonstrate their ability to analyse critical issues, mobilise resources and build creative synergy in strategic nonprofit management. Students will attend a workshop as part of capstone and through active participation with distinguished academics, entrepreneurs and practitioners in the field, will develop expertise in those skills, tools and competencies essential to leading effective and efficient nonprofit organisations. Topics covered in the workshop include managing interpersonal and group conflicts; advocating for social change; information strategy in the digital age; and the art of networking and forming strategic alliances. Students will then work in small groups or on individual basis to complete a professional project. A topic is selected in consultation with relevant teaching staff by the end of the first month of the final academic year of study. The project is then researched, written and submitted for examination by the end of the final academic year.

Assessment: 100% coursework

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## VI. University's Educational Aims & Programme Learning Outcome

	<b>University TPg Curricula Educational Aims</b>	<b>Programme Learning Outcome</b>
1	Critical intellectual enquiry and acquiring up-to-date knowledge and research skills in a discipline / profession	<ol style="list-style-type: none"> <li>1. Understand the historical, political, economic and social contexts of civil society and nonprofit organisations, and their role in public governance;</li> <li>2. Have acquired cutting edge knowledge in nonprofit governance and strategic leadership;</li> <li>3. Have possessed professional knowledge and competencies for achieving effective nonprofit leadership;</li> <li>5. Integrate and synthesise theoretical knowledge and professional practice for problem-solving</li> </ol>
2	Application of knowledge and research skills to practice or theoretical exploration, demonstrating originality and creativity	<ol style="list-style-type: none"> <li>3. Have possessed professional knowledge and competencies for achieving effective nonprofit leadership;</li> <li>4. Become reflective leaders with the ability to critically examine issues and problems of nonprofit management and to generate innovative solution; and</li> <li>5. Integrate and synthesise theoretical knowledge and professional practice for problem-solving</li> </ol>
3	Tackling novel situations and ill-defined problems	<ol style="list-style-type: none"> <li>1. Understand the historical, political, economic and social contexts of civil society and nonprofit organisations, and their role in public governance;</li> <li>2. Have acquired cutting edge knowledge in nonprofit governance and strategic leadership;</li> <li>3. Have possessed professional knowledge and competencies for achieving effective nonprofit leadership;</li> <li>4. Become reflective leaders with the ability to critically examine issues and problems of nonprofit management and to generate innovative solution; and</li> <li>5. Integrate and synthesise theoretical knowledge and professional practice for problem-solving</li> </ol>
4	Collaboration and communication of disciplinary knowledge to specialists and the general public	<ol style="list-style-type: none"> <li>3. Have possessed professional knowledge and competencies for achieving effective nonprofit leadership;</li> <li>4. Become reflective leaders with the ability to critically examine issues and problems of nonprofit management and to generate innovative solution; and</li> <li>5. Integrate and synthesise theoretical</li> </ol>

	<b>University TPg Curricula Educational Aims</b>	<b>Programme Learning Outcome</b>
		knowledge and professional practice for problem-solving
5	Awareness of and adherence to personal and professional ethics	3. Have possessed professional knowledge and competencies for achieving effective nonprofit leadership; 4. Become reflective leaders with the ability to critically examine issues and problems of nonprofit management and to generate innovative solution; and 5. Integrate and synthesise theoretical knowledge and professional practice for problem-solving
6	Enhancement of leadership and advocacy skills in a profession	3. Have possessed professional knowledge and competencies for achieving effective nonprofit leadership; and 4. Become reflective leaders with the ability to critically examine issues and problems of nonprofit management and to generate innovative solution

## VII. Policies on Learning

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### A. Attendance and absence

Students are expected to attend all lectures and be on time. Tutorials/Seminars/Workshops attendance is also compulsory. Regarding absence from lectures/tutorials/seminars/workshops, students should explain to the concerned course teachers and Programme Secretary in writing. If possible, prior notice should be given for reasonable absence. In case of illness, a medical certificate is required. For absence which is unexplained or unsatisfactorily explained, deduction of marks will be resulted. A minimum attendance rate of lectures/tutorials/seminars/workshops is stated in respective course outlines. A student who cannot meet these requirements without acceptable reasons may be deemed to have performed unsatisfactorily in which case G11 of the Postgraduate Degree Regulations may apply:

#### **G11. Unsatisfactory performance or progress:**

A student whose performance at examinations or in continuous assessment as may be held from time to time is unsatisfactory, or in the case of a higher degree student whose progress is unsatisfactory, may be required by the Senate (a) to discontinue his studies, or (b) to repeat any part of his course before being admitted to further assessments or before being allowed to present his thesis or dissertation, or (c) to represent himself for assessment without repeating any part of his course.

Source: <http://www4.hku.hk/pubunit/drcd/files/pgdr2016-17/genreg.pdf>

### B. Assessment

Multiple approaches of assessment will be used including written assignments, term paper, projects, presentations, quizzes/examinations and participation etc.

#### (i) Written Assignments

All papers will be evaluated on the content and also the quality of writing. Students must conform to a consistent style in writing papers. An academic paper requires the integration of concepts and theories, and most preferably with an independent and critical view expressed on the topic under examination. Students must also conform to a particular referencing style such as that of the APA format. Poor writing will result in a lowering of the grade on the written assignment. If students would like to improve their writing skills, we strongly encouraged you to seek assistance from the Centre for Applied English Studies. The following website will be useful.

Word limit:        3,000 – 5,000 words (written assignments)  
                          6,000 – 15,000 words (capstone project)

Academic Grammar

✧ <http://www4.caes.hku.hk/acadgrammar/>

#### (ii) Presentation

Students are to present materials for discussion either individually, or in small groups. The content and style of presentation will be assessed.

#### (iii) Quizzes

Quizzes are compulsory for some courses. Marks given will be weighted and aggregated. Details could be referred to the respective course outlines.

#### (iv) Participation

This includes attendance and the overall level of participation in the lectures/tutorials.

**C. Important Note to Students Sitting Examinations/Quizzes**

- Students are reminded that “all electronic devices MUST be switched off and put under the chair/on your desk throughout the examination/quizzes in a position visible to the invigilators.
- Make sure that you do not have any printed/written matter, mobile phone, or any other electronic/communication/sound-making devices in your pocket or on your body throughout the examination/quizzes.
- Unless you have obtained the prior permission of an examiner or invigilator, you are not allowed to access the content of your bag at any time during the examination/quizzes.
- Students do not comply with the above-mentioned instructions may be disqualified.

#### D. Grading system

Where an alternative rubric is not specified by the instructor, the following grading rubric will apply and students will receive the following grades instead of marks for their assignment.

**Table 1: Grade Descriptors for Group Presentation**

<b>A+ A A-</b>	<b>B+ B B-</b>	<b>C+ C C</b>	<b>D+ D</b>	<b>F</b>
Clear & logical structure & rich content showing good exploration of the topic	Clear structure & content showing good understanding of the topic	Clear structure & relevant content showing basic understanding of the topic	Weak organization but relevant content	Poor organization & thin content
Creative in exploration method	A number of exploration methods adopted	Exploration achieved but methods could be enriched	Not creative / elaborate in exploration strategies	Casual exploration
Good facilitation of student participation	Clear facilitation of student participation	Some participation invited	Limited student participation facilitated	Did not invite participation
Good time management to allow adequate presentation & student participation	Reasonable time management in presenting own ideas with possible areas for improvement	Use of time need some improvement	Slightly overtime	Poor use of time to present ideas clearly

**Table 2: Grade Descriptors for Individual Paper, Essay, and Capstone Project**

<b>A+ A A-</b>	<b>B+ B B-</b>	<b>C+ C C</b>	<b>D+ D</b>	<b>F</b>
Rich and relevant knowledge coverage, showing good mastery of the topic	Adequate knowledge coverage showing good understanding	Limited knowledge coverage showing basic understanding	Very limited coverage of relevant literature showing some understanding	No mention of any relevant literature
Logical and rich analysis of different view points	Clear & valid analysis of view points	Limited but valid analysis of view points	Descriptive listing of ideas, not analytical	Ungrounded comments & analysis
Systematic presentation of ideas allowing easy reading	Generally clear organization of ideas in the paper	A little jumpy in the certain part of the paper	Loose organization of arguments	Poor organization of arguments
Proper referencing and fluent English	Proper referencing & slight errors in English	Showing minor problems in referencing and language use	Showing some problems in referencing and language use	Lack referencing and poor language use

**Table 3: Grade Descriptors for Quizzes**

<b>A+ A A-</b>	<b>B+ B B-</b>	<b>C+ C C</b>	<b>D+ D</b>	<b>F</b>
Able to apply and integrate theories and own insight to fully address the question in a logical manner	Able to integrate theories to fully address the question	Able to apply just sufficient learned materials to address the questions	Able to apply little learned materials to address the questions	Unable to show learning in answering the questions

**E. Submission of assignments**

For most of the courses (subject to the course teachers), students are expected to submit their assignments via **Turnitin at the Moodle system**. This system will detect any plagiarized materials. More information and training can be obtained in the Turnitin website: <http://lib.hku.hk/turnitin>.

For some courses, teacher may require students to submit hard copies of their assignments. Please follow the instructions according to the respective course outlines.

**F. Submission deadlines**

Written assignments are to be submitted on or before the due date. Students should hand in assignments on time.

**G. Penalty of late submission**

All assignments should be submitted on time. According to the Departmental guidelines, late submission of assignment will receive the following penalties

<b>Late for</b>	<b>% of marks to be deducted</b>
1 day	10%
2 days	20%
3 days	30%
4 days	40%
5 days	50%
6 days	60%
7 days	70%
More than 7 days	No marks will be given

If the submission is **overdue for more than 7 days**, **zero mark** will be given to the assignment, but the teachers concerned will provide feedback on the paper.

**H. Penalty on late submission of re-assessment of failed paper**

If a student fails a particular paper, and if re-assessment is allowed by means of a resubmission of assignment, the student must submit the assignment for re-assessment on or before the due date. No mark will be given to late paper unless prior approval is sought from the teacher of the course.

## I. **Academic dishonesty will NOT be allowed and tolerated**

The University Regulations on academic dishonesty will be strictly enforced! Students are strongly advised to read the booklet “What is Plagiarism” at <http://www.hku.hk/plagiarism/>.

Academic dishonesty is behaviour in which a deliberately fraudulent mis-representation is employed in an attempt to gain undeserved intellectual credit, either for oneself or for another. It includes, but is not necessarily limited to, the following types of cases:

### (i) **Plagiarism**

- (a) According to the HKU policy, “*Plagiarism is defined as direct copying of textual material or willful use of other people's data and ideas, and presenting them as one's own without acknowledgement, whether or not such materials, data and ideas have been published*”. Plagiarism covers any form of work submitted for assessment, including theses, dissertations, take-home examinations, assignments, capstone projects and other forms of coursework.
- (b) Submission of assignments with similar content by the same student to different courses can also be considered as **self-plagiarism**.

### (ii) **Dishonesty in collaborative work**

Where a candidate for a degree or other award represents his/her work as solely one's own when in fact it is the result of a joint effort of a group of persons constitutes dishonesty and will thus be penalised.

### (iii) **Completing assignments for others**

The department does treasure mutual support among students. Yet, it does not mean a student can complete assignment for another classmate. Even the act is of good intention, both students will be penalised for such act.

Where the arguments, data, designs, etc., of someone else are being used in a paper, report, oral presentation, or similar academic project, students must make explicitly clear by citing the appropriate references. The references must fully indicate the extent to which any parts of the project are not one's own work. Paraphrasing of someone else's ideas is still using someone else's ideas and must be **acknowledged**.

### **Penalty**

Plagiarism is a serious academic misconduct and a disciplinary offence in the academic world. Academically, the students will receive a grade of “F” on the component(s) of assessment that contains plagiarized materials or in the course which the misconduct is identified.

The course lecturers will notify the Programme Director, the Plagiarism Officer and the Head of Department of the case concerned and issue a warning letter to the student. A permanent record of this event will be placed in the students' file and kept in the Department.

If there is a second or serious offence of academic misconduct, the students concerned will be referred to the Vice-Chancellor for referral to the University Disciplinary Committee for disciplinary action which can result in serious consequences, including expulsion from the University.



## **VIII. Student-Staff Consultation Committee meeting (SSCC)**

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Communication, formal and informal, between students and teachers is important for facilitating mutual understanding and nourishing mutual trust. In order to promote frank exchange and open communication between students and teachers, a student-staff consultative committee meeting is arranged at least once every semester, as an open forum for sharing between students and teachers on various issues relating to students' learning. Students are encouraged to bring up their concerns in the meetings, while teachers can also share their views on related issues.

The meetings are formally arranged. Informal exchanges between students and teachers are also encouraged. As the student of this Master Program, your contributions on future improvements will be absolutely essential.

## **IX. Scholarship**

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### **A. Simatelex Charitable Foundation Scholarship in Nonprofit Management**

In 2015, the Simatelex Charitable Foundation pledged a donation in support of a scholarship to attract outstanding candidates from the Greater China and overseas to pursue the Master of Social Sciences in Nonprofit Management Programme [MSocSc(NPM)] at the Department of Social Work and Social Administration. The Scholarship aims to train and nurture professionals in nonprofit organisations to take on leadership roles to create public good.

#### Purpose and Scope

The Scholarship shall be awarded annually to academically outstanding and leadership competency student(s) studying in the MSocSc (NPM) programme. The selected Scholarship holder will receive a grant which shall be equivalent to the composition fee on admission of the programme.

### **B. Madam Lo Ng Kiu Ying Anita Memorial Scholarships in Nonprofit Management**

In memory of the late mother of Mr. Sunny H.K. Lo, the Department of Social Work and Social Administration has received a donation in 2016, and to establish the Madam Lo Ng Kiu Ying Anita Memorial Scholarships in Nonprofit Management which aims to train and nurture professionals in Nonprofit organisations to take on leadership roles to create public good.

#### Purpose and Scope

The Scholarship shall be awarded to student(s) studying in the MSocSc (NPM) programme, on the basis of academic merits and leadership qualities. The scholarship recipient(s) should have successfully completed the curriculum within the normative study period (i.e. one to two year(s)) and his/her academic results should attain an average of Grade B+ or above. The selected Scholarship holder(s) will receive a grant with range from HK\$10,000 - 100,000 and the number of award(s) will be determined by the Selection Committee each year. The Scholarship recipient(s) shall submit a learning report and be required to give a presentation of his/her learning as arranged by the Department for knowledge sharing.

## X. Typhoon and Black Rainstorm Warnings

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Under the situations as listed below:

- (a) Tropical Cyclone Warning Signal No. 8 (or above) is hoisted; or
- (b) Tropical Cyclone Warning Signal No. 8 will be issued within two hours as announced by the Hong Kong Observatory; or
- (c) “Extreme conditions” after super typhoons are in force (announced by the Government before the Hong Kong Observatory replaces Tropical Cyclone Warning Signal No. 8 with Tropical Cyclone Warning Signal No. 3); or
- (d) Black Rainstorm Signal is in force

the following arrangements will apply:

### A. For classes and examinations NOT yet started

If any of the warnings or announcements is hoisted or in force <i>at or after 6:00am</i>	All classes and examinations commencing <i>before 2:00pm</i> will be cancelled automatically.
If any of the warnings or announcements is hoisted or in force <i>at or after 11:00am</i>	All classes and examinations commencing at any time <i>from 2:00pm and before 6:00pm</i> will be cancelled automatically.
If any of the warnings or announcements is hoisted or in force <i>at or after 3:00pm</i>	All classes and examinations commencing <i>from 6:00pm onward</i> will be cancelled automatically.

### B. For classes and examinations already started

When Tropical Cyclone Warning Signal No.8 or above is hoisted or the No.8 Signal will be issued within two hours as announced by the Hong Kong Observatory, or “extreme conditions” are in force	<ul style="list-style-type: none"> <li>- All classes and outdoor examinations will be suspended immediately.</li> <li>- All examinations, except those held outdoors, will continue until the end of that examination session.</li> </ul>
When Black Rainstorm Warning Signal is hoisted	<ul style="list-style-type: none"> <li>- All classes and examinations, except those held outdoors, would continue.</li> <li>- For outdoor classes and examinations, the responsible staff members on the spot should suspend the activities immediately, ensure that all students are taken to a safe place, and remain there until it is safe for them to return home.</li> </ul>

The Examinations Unit/the Department will re-schedule postponed examinations to a later time and inform candidates of the details as soon as possible.

When Tropical Cyclone Warning Signal No. 3 or Red or Amber Rainstorm Signal is in force, it should be assumed that all classes and examinations will be held as scheduled unless an announcement to the contrary has been made by the University.

## **XI. Important Resources and Services in the University**

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### **A. Academic resources**

#### **(i) Libraries**

The University Libraries are an important part of the educational facilities provided by the University. They consist of the General Library and six specialist branch libraries, providing excellent access to local and overseas library resources. Library orientation programme and courses will be organized for new students during the orientation period of each academic year.

*Website:* <http://lib.hku.hk/>

*Tel:* 3917 2202

#### **(ii) Information Technology Services (ITS)**

ITS provides comprehensive information technology (IT) support services, including services offered under the Student Information System (SIS), electronic mail, learning management system, web-based administrative application, and Library services through a high-speed campus network.

*Website:* <https://its.hku.hk/service-desk/>

*Tel:* 3917 8888 (*Service Counter 1, 1/F, Chi Wah Learning Commons*)

*Tel:* 3917 5122 (*Room 204, K. K. Leung Building*)

### **University student services**

#### **(i) Centre of Development and Resources for Students (CEDARS)**

CEDARS is located on the third floor of Meng Wah Complex and first & third floor of Main Building. Activities, services, consultation and guidance are provided on matters including

- ✧ *Campus Life (Tel: 3917 2305; Email: cedars@hku.hk)*
- ✧ *Careers & Placement  
(Tel: 3917 2317; Email: careers@hku.hk)*
- ✧ *Counselling & Person Enrichment  
(Tel: 3917 8388; Email: cedars-cope@hku.hk)*
- ✧ *General Education Team  
(Tel: 3917 5044; Email: gened@hku.hk)*

*Website:* <http://www.cedars.hku.hk>

#### **(ii) University Health Service (UHS)**

UHS is located on the second and third floors of Meng Wah Complex that provides services range from primary medical, dental and Physiotherapy care, referral to specialist clinics, hospital care, as well as health education for students.

*Website:* <http://www.hku.hk/uhs>

*Tel:* 2549 4686 (*Medical appointment*)

2859 2511/ 2859 2512 (*Dental appointment*)

### **(iii) Institute of Human Performance (IHP)**

The Institute is responsible for promoting health and physical fitness among students. There are two sports centres managed by the Institute, namely, Flora Ho Sports Centre and Stanley Ho Sports Centre. These centres are equipped with different facilities such as out-door swimming pools, sports halls, multi-purpose rooms and specific areas for sports, fitness and weight training rooms, athletics stadium with a synthetic running track, floodlit artificial turf pitch, golf driving bays, softball diamond, and tennis courts, etc. Regular physical education, sport and wellness programmes are provided to students.

*Sports Facilities: Home > Sport > Sports Facilities*

*Website: <http://www.hku.hk/ihp/>*

#### **– Flora Ho Sports Centre**

*Location: 111-113 Pokfulam Road, Pokfulam, Hong Kong*

*Tel: 2817 4046*

*Opening Hours: Monday to Sunday at 0730 - 2230*

*(Please refer to announcement for the opening hours on special days)*

#### **– Stanley Ho Sports Centre and Henry Fok Swimming Pool**

*Location: 10 Sha Wan Drive, Sandy Bay, Hong Kong*

*Tel: 2819 5450*

*Opening Hours: Monday to Sunday at 0630 – 2230*

*(Please refer to announcement for the opening hours on special days)*

### **(iv) Protection against sexual harassment**

As an equal opportunity employer and institution, the University has zero tolerance towards sexual discrimination and sexual harassment. There is now in every Department an officer responsible to handle related issues related to such matters. The Equal Opportunity Advisors of our Department are

– Dr. Paul W.C. Wong (Tel: 39175029; [paulw@hku.hk](mailto:paulw@hku.hk))

– Dr. Lu Shuang Bella (Tel: 3917 2080; [shuanglu@hku.hk](mailto:shuanglu@hku.hk))

Students are encouraged to approach them for any issues related to sexual harassment.

## **B. Catering outlets**

Restaurants, café and kiosks are located throughout the Main Campus and Centennial Campus. Further details of locations and operating hours could be found in <http://www.cedars.hku.hk/sections/campuslife/Catering/CateringOutlets.php>

**C. Study Room inside Chi Wah Learning Commons**

There are 22 Study Rooms at the Learning Commons, with 11 rooms on Level 1 (CPD-1) and 11 rooms on Level 2 (CPD-2) of Centennial Campus for self-study or group project discussion. Display panels are available in some of the Study Rooms for notebook projection.

All current HKU students (for group of 3 persons or more) are eligible to book these study rooms. The maximum session one student can reserve per day is 4 sessions (30 minutes per session). Students are able to reserve the study room via the link with HKU portal as below.

<https://booking.lib.hku.hk/Secure/FacilityStatusDate.aspx>

## XII. Programme Teaching Team

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### Programme Director

Dr. Lucy P. JORDON	喬曦博士	jordanlp@hku.hk
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### Teaching Staff

Dr. Y.R. YAO	姚嫣然博士	yaoyr@hku.hk
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## **XIII. Enquiry Contacts**

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### **Programme Director**

Dr. Lucy P. JORDON

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### **Programme Secretary**

Ms. Yannes S.K. TANG

Tel: (852) 3917 5849

E-mail: [sktang@hku.hk](mailto:sktang@hku.hk)

### **Programme Website**

<http://www.socialwork.hku.hk/mnpm>

**Department of Social Work and Social Administration**

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**The University of Hong Kong**

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