

# PIA6304: PUBLIC HUMAN RESOURCE MANAGEMENT

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## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Public Human Resource Management

### Subject Code

PIA - Public and International Affairs

### Course Number

6304

### Academic Unit

Public and International Affairs (PIA)

### College/School

College of Liberal Arts and Social Sciences (CH)

### Course Duration

One Semester

### Credit Units

3

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

English

### Medium of Assessment

English

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

POL6304 Public Human Resource Management

### Exclusive Courses

Nil

## Part II Course Details

### Abstract

This course is an introduction to the theory and practice of human resource management in the public sector. As a survey course, particular attention will be given to the discussion and critique of the theoretical and practical issues that must be addressed both by public human resource managers and agency management/supervisory personnel, and the course will emphasize the interdependence of human resource management and operational functions of the organization so as to contribute to individual, work team, organizational and societal goals. The strategic and operational management orientation of this course is intended to provide students with an understanding of the impact of human resource management on organizational decision-making. In addition, the course content will contain the day-to-day HR issues faced by managers and administrators and provide an overview of current "best practices" in the field.

### Course Intended Learning Outcomes (CILOs)

CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Understand the history, theory and practice of human resource management in public organizations and the similarities and differences with the private sector;	x		
2	Become acquainted with the legal environment of human resource management in today's public organizations and the employer's responsibility to insure a healthy and productive workplace;	x		
3	Analyse the HR strategic management decisions faced by managers and administrators in today's organizations and the tools and techniques utilized by HR professionals to prepare for the future;	x	x	
4	Assess the public policy issues and decisions impacting the practice of human resource management in the public sector; and	x	x	
5	Apply the analytical tools and techniques to document HR problems and develop solutions.	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	Readings	Each student is required to read assigned readings every week	1, 2, 3, 4	This will vary from student to student: Approximately 3 hours per week

2	Article Synopses	Each student is required to identify one recent contribution to the scholarly literature on the subject area for a particular week. Then, develop an article synopsis and share it with fellow students		This will vary from student to student: Approximately 1-3 hours per week
3	Lectures	The instructor will explain the history, theory, and practice of public human resource management and its legal environment; introduce the role and impact of management policies, strategies, and actions on the development and improvement of a healthy and productive workplace	1, 2, 3, 4	About an hour per week
4	Seminars	Students will raise questions and make critical observations on the theory and practice of public human resource management introduced by the readings and lectures; debate and apply learned knowledge and analytical skills to particular HR issues and to compare alternative solutions and recommend the most feasible one.	1, 2, 3, 4, 5	About an hour per week
5	Role-Played Presentation of Case Analysis	A 4-5 members team will research and present on HR practices used by a major private company, discuss whether similar practices would work in public organizations, and role-play one HR practice considered of most brilliance/success so that it can become engaging and memorable.	1, 2, 3, 4, 5	No more than 50 minutes per week

6	Interview-based Policy Paper (Individual Report)	Each individual student will interview employees to learn how they perceive the role of HR in their organizations. Students will then write up a report based on their interviews.	1, 2, 3, 4, 5	2 hours per week
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**Assessment Tasks / Activities (ATs)**

	<b>ATs</b>	<b>CILO No.</b>	<b>Weighting (%)</b>	<b>Remarks ("- " for nil entry)</b>	<b>Allow Use of GenAI?</b>
1	Class Participation	1, 2, 3, 4, 5	10	Class participation is neither about the person who flaps his or her gums the most, nor about being an introvert or an extrovert. In this class, participation is about quality engagement. Students will be expected to lead some class discussions. To participate students must read and contemplate prior to class. Good class participation involves the following: active listening, consideration of peers, making comments, asking questions, and giving opinions.	No

2	Article Synopses	1, 2, 3, 4	20	Each student will identify one recent contribution to the scholarly literature on the subject area for a particular week. Then, develop an article synopsis and share it with fellow students. For this assignment, students should avoid professional magazines and research that focuses on business management with no implications for public administration.	No
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3	Role-Played Presentation of Case Analysis	1, 2, 3, 4	30	A 4-5 members team will be formed for this assignment. Each team is to select a private company that is well-known and conduct systematic searching and investigation on its HR practices through publicly available information online. Students will then work in teams on delivering a presentation that 1) summarizes the HR practices being utilized, 2) includes a discussion on whether similar practices would work in public organizations, and 3) role-plays one HR practice considered of most brilliance/success so that it can become engaging and memorable.	No
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4	Interview-based Policy Paper (Individual Report)	1, 2, 3, 4, 5	40	<p>Students will mobilize their personal connections to interview employees currently working in companies or organizations (preferably public sector organizations such as governmental agencies, state-owned enterprises, public service units, etc.). This assignment enables students to see how employees perceive the role of HR in their organizations. During the course of interviews, students will ask questions including but not limited to: 1) what are the things that the HR department (or team) is doing well? and 2) what are the problems or the aspects that need improvement in their HR practices? Students will then write up a report based on their interviews. In the report, students will provide their main takeaways and policy suggestions as to how the problems currently plaguing the HR department (or team) of the focal organization can be solved. The final paper should be about 8 typewritten, double-spaced pages (excluding the title page).</p>	No
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**Continuous Assessment (%)**

100

**Assessment Rubrics (AR)**

**Assessment Task**

Class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Students are able to actively and meaningfully participate in the discussion of public human resource management issues.

**Excellent**

(A+, A, A-) Excellent in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Good**

(B+, B, B-) Good in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Fair**

(C+, C, C-) Adequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Marginal**

(D) Marginal in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Failure**

(F) Very inadequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

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**Assessment Task**

Article Synopses (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Accomplishment of this assignment effectively and timely

**Excellent**

(A+, A, A-) Excellent accomplishment of this assignment

**Good**

(B+, B, B-) Fairly strong accomplishment of this assignment

**Fair**

(C+, C, C-) Basic accomplishment of this assignment

**Marginal**

(D) Weak accomplishment of this assignment

**Failure**

(F) Very inadequate accomplishment of this assignment

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**Assessment Task**

Role-Played Presentation of Case Analysis (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Accomplishment of presentation

**Excellent**

(A+, A, A-) Excellent accomplishment of presentation

**Good**

(B+, B, B-) Fairly strong accomplishment of presentation

**Fair**

(C+, C, C-) Basic accomplishment of presentation

**Marginal**

(D) Weak accomplishment of presentation

**Failure**

(F) Very inadequate accomplishment of presentation

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**Assessment Task**

Interview-based Policy Paper (Individual Report) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Students are able to complete a policy paper using learned knowledge and skills and the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Excellent**

(A+, A, A-) Excellent in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Good**

(B+, B, B-) Good in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Fair**

(C+, C, C-) Adequate in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Marginal**

(D) Marginal in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Failure**

(F) Very inadequate in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

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**Assessment Task**

Class Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Students are able to actively and meaningfully participate in the discussion of public human resource management issues.

**Excellent**

(A+, A, A-) Excellent in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Good**

(B+, B) Good in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Marginal**

(B-, C+, C) Adequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

**Failure**

(F) Very inadequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.

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**Assessment Task**

Article Synopses (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Accomplishment of this assignment effectively and timely

**Excellent**

(A+, A, A-) Excellent accomplishment of this assignment

**Good**

(B+, B) Fairly strong accomplishment of this assignment

**Marginal**

(B-, C+, C) Basic accomplishment of this assignment

**Failure**

(F) Very inadequate accomplishment of this assignment

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**Assessment Task**

Role-Played Presentation of Case Analysis (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Accomplishment of presentation

**Excellent**

(A+, A, A-) Excellent accomplishment of presentation

**Good**

(B+, B) Fairly strong accomplishment of presentation

**Marginal**

(B-, C+, C) Basic accomplishment of presentation

**Failure**

(F) Very inadequate accomplishment of presentation

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**Assessment Task**

Interview-based Policy Paper (Individual Report) (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Students are able to complete a policy paper using learned knowledge and skills and the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Excellent**

(A+, A, A-) Excellent in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Good**

(B+, B) Good in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Marginal**

(B-, C+, C) Adequate in completing a policy paper using learned knowledge and skills where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

**Failure**

(F) Very inadequate in completing a policy paper using learned knowledge and skills, where the paper is driven by literature, substantiated with concrete examples and interview excerpts, and appropriately referenced and footnoted.

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**Part III Other Information****Keyword Syllabus**

Public-private distinction; Motivation; values and ethics; human resource planning; succession planning; recruitment and selection; employment laws; representative bureaucracy; pay and compensation; efficiency and equity; merit pay; minimum wage; performance appraisal; assessment centre and testing; employee well-being; discrimination; diversity management.

**Reading List****Compulsory Readings**

Title	
1	See the course outline.

**Additional Readings**

Title	
1	See the course outline.