

# PIA3316: MANAGING HUMAN RESOURCES IN PUBLIC AND NONPROFIT SECTORS

---

## Effective Term

Semester B 2025/26

## Part I Course Overview

### Course Title

Managing Human Resources in Public and Nonprofit Sectors

### Subject Code

PIA - Public and International Affairs

### Course Number

3316

### 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

B1, B2, B3, B4 - Bachelor's Degree

### Medium of Instruction

English

### Medium of Assessment

English

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

\*SA3101/SA3303 Human Resource Management in the Public Sector

(Note: \* Non-credit unit system) SA/POL3308 Managing Human Resources in the Public Sector SA/POL 3316 Managing Human Resources in Public and Private Sectors

### Exclusive Courses

Nil

## Part II Course Details

### Abstract

This course aims to explore the key concepts, core issues, and processes in human resource management. Such knowledge is extended to discover the principles and theories of managing human resources in public and nonprofit sectors. Students will study standard human resource activities, including job analysis, position description, compensation, recruitment, selection, hiring, training, motivating, and developing employees, as well as managing employee discipline and promotions. In addition to the standard functions, the broader field of human resource management encompasses such issues as workforce diversity, employee well-being, union-management relations, and organizational justice. To the degree that time allows, we will also touch on the perennially controversial management concerns of performance appraisal, pay for performance and succession planning. Perhaps it is true that managing human resources is both a science and an art; there are various approaches but no single right way. However, through interactive learning experiences, students will gain an understanding of theory, philosophy, policy, and practice. Subsequently, they will be better equipped to address current and future human resource management challenges.

### Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if DEC-A1 DEC-A2 DEC-A3 app.)			
1	Discover the underlying values in managing human resources			x	
2	Apply and relate the principles and theories of human resource management to public and nonprofit sectors			x	
3	Analyse factors affecting human resource management in public and nonprofit sectors		x	x	
4	Conduct independent research on a topic related to human resource management on both group and individual bases		x	x	x
5	Communicate critically the findings and analysis of the research project both orally and in writing		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)



3	Individual reflection essay	Based on the materials from the group presentation, students are required to compose a reflection essay. The word limit of the essay is between 1,500 and 2,000 words.	3, 4, 5	
4	Examination	Students will participate in a closed-book exam at the end of the semester.	1, 2, 3	2 hours.

**Assessment Tasks / Activities (ATs)**

	ATs	CILO No.	Weighting (%)	Remarks ("- for nil entry)	Allow Use of GenAI?
1	Class participation	1, 2, 3	10	Class participation is about quality engagement. Students will be expected to contribute to class discussions. To participate, students must read and contemplate before class. Good class participation involves the following: active listening, consideration of peers, making comments, asking questions, and giving opinions.	Yes

2	Group presentation	3, 4, 5	15	<p>- To reflect on the student's capacity to understand and deal with an important issue of public and nonprofit human resource management based on the knowledge acquired through lectures.</p> <p>- To appraise the student's analytic and interpretive abilities to apply relevant theories, concepts, and skills to the selected issue of public and nonprofit human resource management.</p>	Yes
3	Individual reflection essay	3, 4, 5	25	<p>- To reflect on the student's capacity to understand and deal with an important issue of public and nonprofit human resource management based on the knowledge acquired through lectures.</p> <p>- To appraise the student's analytic and interpretive abilities to apply relevant theories, concepts, and skills to the selected issue of public and nonprofit human resource management.</p>	No

**Continuous Assessment (%)**

50

**Examination (%)**

50

**Examination Duration (Hours)**

2

**Assessment Rubrics (AR)**

**Assessment Task**

1. Class participation

**Criterion**

Students can actively and meaningfully participate in the discussion of public human resource management issues.

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reaching marginal levels

---

**Assessment Task**

2. Group presentation

**Criterion**

2.1. Analytic and interpretive ability to apply relevant theories, concepts, and skills to the issue of public and nonprofit human resource management.

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reaching marginal levels

---

**Assessment Task**

2. Group presentation

**Criterion**

2.2. Ability to explain in detail and with accuracy.

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reaching marginal levels

---

**Assessment Task**

3. Individual reflection essay

**Criterion**

3.1. Capacity to organize ideas, and to write logically.

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reaching marginal levels

---

**Assessment Task**

3. Individual reflection essay

**Criterion**

3.2. Ability to explain in detail (e.g., procedures and methodology) and with accuracy.

**Excellent (A+, A, A-)**

High

**Good (B+, B, B-)**

Significant

**Fair (C+, C, C-)**

Moderate

**Marginal (D)**

Basic

**Failure (F)**

Not even reaching marginal levels

---

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

Human Resource Management and Development. Public-private distinction. Motivation. Job Analysis and Job Design. Recruitment and Selection. Training. Pay and Compensation. Performance Appraisal. Diversity and equality. Employment Relations/Collective Bargaining.

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

Title	
1	Guy, Mary E. & Sowa, Jessica E. (2022). Human Resources Essentials for Public Service: People, Process, Performance. Irvine, CA: Melvin & Leigh.

**Additional Readings**

Title	
1	Tsui, A. P. Y. and Lai, K. T. (2009). Professional Practices of Human Resource Management in Hong Kong. Hong Kong University Press.
2	Berman, E. et.al. (2016). Human Resources Management in the Public Service: Paradoxes, Processes, and Problems (5th ed). Thousand Oaks, CA: Sage Publications.
3	Armstrong, M. and Taylor, S. (2014). Armstrong's Handbook of Human Resource Management Practice, 13th ed. London: Kogan Page.
4	Scott, Ian (2010). The Public Sector in Hong Kong. Hong Kong: Hong Kong University Press.