

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Public and International Affairs  
with effect from Semester B 2023/2024**

---

---

**Part I Course Overview**

**Course Title:** Public Human Resource Management

---

**Course Code:** PIA6304

---

**Course Duration:** One Semester

---

**Credit Units:** 3

---

**Level:** P6

---

**Medium of Instruction:** English

---

**Medium of Assessment:** English

---

**Prerequisites:** Nil  
*(Course Code and Title)*

---

**Precursors:** Nil  
*(Course Code and Title)*

---

**Equivalent Courses:** POL6304 Public Human Resource Management  
*(Course Code and Title)*

---

**Exclusive Courses:** Nil  
*(Course Code and Title)*

---

## Part II Course Details

### 1. 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.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	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
		100%			

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 self-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.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5		
Readings	Each student is required to read assigned readings every week	X	X	X	X			This will vary from student to student: Approximately 3 hours per week
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
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	X	X	X	X			About an hour per week
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.	X	X	X	X	X		About an hour per week
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.	X	X	X	X	X		No more than 50 minutes per week
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.	X	X	X	X	X		2 hours per week

#### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.					Weighting	Remarks
	1	2	3	4	5		
Continuous Assessment: 100%							
Class Participation	X	X	X	X	X	20%	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.
Article Synopses	X	X	X	X		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.
Role-Played Presentation of Case Analysis	X	X	X	X		20%	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.
Interview-based Policy Paper (Individual Report)	X	X	X	X	X		40%	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).
Examination: 0% (duration: , if applicable)							100%	

## 5. Assessment Rubrics

*(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)*

Applicable to students admitted in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
Class Participation	Students are able to actively and meaningfully participate in the discussion of public human resource management issues.	Excellent in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Good in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Adequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Very inadequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.
Article Synopses	Accomplishment of this assignment effectively and timely	Excellent accomplishment of this assignment	Fairly strong accomplishment of this assignment	Basic accomplishment of this assignment	Very inadequate accomplishment of this assignment
Role-Played Presentation of Case Analysis	Accomplishment of presentation	Excellent accomplishment of presentation	Fairly strong accomplishment of presentation	Basic accomplishment of presentation	Very inadequate accomplishment of presentation
Interview-based Policy Paper (Individual Report)	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 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 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.	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.	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.

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Class Participation	Students are able to actively and meaningfully participate in the discussion of public human resource management issues.	Excellent in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Good in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Adequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Marginal in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.	Very inadequate in critically assessing the theory and practice of public human resource management and in providing an insightful analysis in classroom discussions.
Article Synopses	Accomplishment of this assignment effectively and timely	Excellent accomplishment of this assignment	Fairly strong accomplishment of this assignment	Basic accomplishment of this assignment	Weak accomplishment of this assignment	Very inadequate accomplishment of this assignment
Role-Played Presentation of Case Analysis	Accomplishment of presentation	Excellent accomplishment of presentation	Fairly strong accomplishment of presentation	Basic accomplishment of presentation	Weak accomplishment of presentation	Very inadequate accomplishment of presentation
Interview-based Policy Paper (Individual Report)	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 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 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.	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 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.	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.

### **Part III Other Information** (more details can be provided separately in the teaching plan)

#### **1. Keyword Syllabus**

*(An indication of the key topics of the course.)*

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.

#### **2. Reading List**

##### **2.1 Compulsory Readings**

*(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)*

See the course outline.

##### **2.2 Additional Readings**

*(Additional references for students to learn to expand their knowledge about the subject.)*

See the course outline.