

PIA3316: MANAGING HUMAN RESOURCES IN PUBLIC AND NONPROFIT SECTORS

Effective Term

Semester B 2023/24

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.

Teaching and Learning Activities (TLAs)

	TLAs	Brief Description	CILO No.	Hours/week (if applicable)
1	Lecture	1. Students are expected to acquire knowledge about the similarities and differences of human resource management in public and nonprofit sectors. 2. Students are expected to understand the main settings, issues, concepts, theories, and techniques of managing human resources in public and nonprofit sectors.	1, 2, 3	2.5 hours/week
2	Group presentation	1. Students arrange themselves in groups. 2. Each group conducts a case study of human resource management and reports findings on the selected case after extensive research and analysis.	3, 4, 5	
3	Term paper	Based on the materials of the group presentation, each student has to compose a case analysis paper. The word limit of the term paper is between 2,000 to 2,500 words.	3, 4, 5	
4	Quizzes	Students will have a quiz in the middle of the semester.	1, 2, 3	About a maximum of two hours.
5	Final quiz	Students will take one final quiz in Week 13.	1, 2, 3	Two hours

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Group presentation	3, 4, 5	20	- 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. - 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.
2	Term paper	3, 4, 5	30	- 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. - 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.
3	Quizz	1, 2, 3	10	- To assess the student' s overall knowledge of public human resource management in the middle of the semester.
4	Final quiz	1, 2, 3	40	To assess the student' s overall knowledge of public human resource management.

Continuous Assessment (%)

100

Examination (%)

0

Assessment Rubrics (AR)**Assessment Task**

1. Group presentation

Criterion

1.1. 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

1. Group presentation

Criterion

1.2. 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

2. Term paper

Criterion

2.1. 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

2. Term paper

Criterion

2.1. 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

Assessment Task

3. Quizz (In class)

Criterion

3.1. Understanding important ideas and critical interpretation of main settings, issues, and techniques of public and nonprofit human resource management from the lectures.

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.