Syllabus

Course Description

Course Title	Human Resource Management in the Public Sector
Course Code	27616
Course Title Additional	
Scientific-Disciplinary Sector	ECON-08/A
Language	German
Degree Course	Master in Public Policy and Innovative Governance
Other Degree Courses (Loaned)	
Lecturers	Prof. Marjaana Gunkel, Marjaana.Gunkel@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35342
Teaching Assistant	
Semester	First semester
Course Year/s	2
CP	6
Teaching Hours	36
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	18
Contents Summary	The course offers an overview of human resource management theories, discussed within the context of the public sector and innovative governance. Through case studies, classroom discussions, and a guest lecture, these theories are connected to common practices in modern public administration.
Course Topics	Introduction to HRM in the public sector; Recruitment and Selection; Public Service Motivation; Compensation and Benefits; Training, learning, and development; Talent management; International HRM.
Keywords	HRM, Public Service, Motivation, Compensation, Training

Recommended Prerequisites	No formal prerequisite is set; nevertheless, familiarity with topics covered by an introductory course in Management is expected.
Propaedeutic Courses	
Teaching Format	The course is based on both frontal lectures and the discussion of case studies. An active participation of the students in classroom discussion is required. Students will work on various case studies to understand the practical relevance and provide insights into real-world challenges and best practices in HRM within the public sector.
Mandatory Attendance	Attendance is recommended, but not mandatory.
Specific Educational Objectives and Learning Outcomes	ILO (Intended Learning Outcomes) ILO1 Knowledge and understanding ILO1.1 "The student/trainee acquires knowledge of organisational models, business factors related to the organisation of public enterprises, operating in different sectors (international organisations, central government, local authorities, healthcare, public enterprises) and the consequences for the community. You will also acquire knowledge necessary for developing, managing and evaluating the impact of public projects, and knowledge useful for analysing organisational innovation processes and interpreting current tools and trends relating to personnel management in public companies." ILO2 Ability to apply knowledge and understanding ILO2.1 ability to identify and distinguish management concepts and problems in relation to real or hypothetical situations concerning public institutions and companies also in different contexts (e.g. different services/activities/institutions, different local or international institutional levels) ILO2.2 ability to develop and administer projects from the design phase through to the operational execution phases, including the evaluation of their impact on society, the economy and the environment ILO3 Making judgements ILO3.1 ability to apply acquired knowledge to interpret economic and business phenomena in order to make managerial and

	operational decisions in the context of public administration ILO3.2 ability to select data and use appropriate information to describe a problem concerning the design, implementation and evaluation of public sector projects and policies, aiming at innovation and improvement of processes, products and results; ILO4 Communication skills ILO4.1 ability to communicate effectively in oral and written form the specialised content of individual disciplines, using different registers according to recipients and communicative and didactic purposes, and to evaluate the formative effects of his/her communication ILO5 Learning ability ILO5.1 ability to use information technology autonomously to carry out bibliographical research and investigations and for one's own training and further education.
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	For attending students A) Case Study Analysis and Presentation (30% of total grade): Students will be assigned to teams and provided with case studies that focus on practical HRM issues in the public sector, with an emphasis on sustainability and innovation. Each team will analyze their assigned case, develop solutions or strategies, and create a comprehensive PowerPoint presentation to communicate their findings during a presentation in class. (Assessment of ILO 2.2; 3.1; 3.2; 4.1; 5.1) B) Written Exam (70% of total grade): The written exam comprises essay questions that test the students' comprehension of key HRM theories, models, and practices in the context of the public sector. (Assessment of ILO 1.1; 2.1; 2.2; 3.1; 3.2; 4.1; 5.1) For non-attending students, the final exam will be the sole basis for the mark. (Assessment of ILO 1.1; 2.1; 2.2; 3.1; 3.2; 4.1; 5.1)
Evaluation Criteria	The presentations will be assessed based on the clarity and logic of

	the argument, the effectiveness of the solution, teamwork dynamics, and presentation skills, including the use of visual aids and engagement with the audience. In the exam, students will be evaluated on their comprehensive understanding of HRM principles, with a focus on their ability to critically analyze and apply these concepts to public sector scenarios. The structure and coherence of their arguments will be assessed, alongside their use of relevant evidence and examples to support their viewpoints. Additionally, the clarity of expression and the quality of writing, including the use of appropriate HRM terminology will be integral to their overall score.
Required Readings	Holtbrügge, D. (2022), Personalmanagement, 8. Auflage, SpringerGabler. Gourmelon, A., Seidel, S., & Treier, M. (2024), Personalmanagement im öffentlichen Sektor: Grundlagen und Herausforderungen, 3. Auflage, Rehm.
Supplementary Readings	Materials will be provided by the lecturer.
Further Information	
Sustainable Development Goals (SDGs)	Decent work and economic growth, Gender equality