

Syllabus

Course Description

Course Title	Human Resource Management in the Public Sector
Course Code	27616
Course Title Additional	
Scientific-Disciplinary Sector	SECS-P/10
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	<p>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.</p> <p>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.</p>
Mandatory Attendance	Attendance is recommended, but not mandatory.
Specific Educational Objectives and Learning Outcomes	<p>Knowledge and understanding</p> <p>The student will acquire knowledge of organisational models and operational aspects related to the organisation of public enterprises operating in different sectors (international organisations, central government, local authorities, healthcare, public enterprises) and their impact on the community.</p> <p>The student will so acquire knowledge required for the development, management and evaluation of the impact of public projects, as well as knowledge for the analysis of organisational innovation processes and the interpretation of current tools and trends in the field of human resource management in public enterprises.</p> <p>Ability to apply knowledge and understanding</p> <p>The student will acquire the ability to:</p> <ul style="list-style-type: none"> - identify and differentiate management concepts and issues in relation to real or hypothetical situations involving public organisations and enterprises, including in different contexts (e.g. different services/activities/institutions, different local or international institutional levels); - develop and manage projects from the planning phase to operational implementation, including the assessment of their social, economic and environmental impact. <p>Making judgements</p>

	<p>The student will acquire the ability to:</p> <ul style="list-style-type: none"> - apply the acquired knowledge to make strategic and operational decisions and solve problems of administration and management of public institution policies, while taking into account numerous economic-social, legal-administrative and managerial analysis perspectives; - select data and use the appropriate information to describe a problem concerning the design, implementation and evaluation of public sector projects and policies with a view to innovating and improving processes, products and results. <p>Communication skills</p> <p>The student will acquire the ability to communicate effectively, orally and in writing, the specific content of each discipline, choosing the appropriate level of style according to the recipient and the communicative and didactic intentions and assessing the educational impact of his/her communication.</p> <p>Learning skills</p> <p>The student will acquire the ability to:</p> <ul style="list-style-type: none"> - use information technologies independently to carry out literature research and studies for their own education and training; - recognise thematic links and establish relationships between different cases and contexts of analysis; - categorise a new problem in a systematic way and form appropriate taxonomies; - develop general models based on the phenomena analysed.
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	<p>For attending students</p> <p>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</p>

	<p>comprehensive PowerPoint presentation to communicate their findings during a presentation in class.</p> <p>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.</p> <p>For non-attending students, the final exam will be the sole basis for the mark.</p>
Evaluation Criteria	<p>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.</p> <p>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.</p>
Required Readings	<p>Holtbrügge, D. (2022), Personalmanagement, 8. Auflage, SpringerGabler.</p> <p>Gourmelon, A., Seidel, S., & Treier, M. (2024), Personalmanagement im öffentlichen Sektor: Grundlagen und Herausforderungen, 3. Auflage, Rehm.</p>
Supplementary Readings	<p>Materials will be provided by the lecturer.</p>
Further Information	
Sustainable Development Goals (SDGs)	<p>Decent work and economic growth, Gender equality</p>