

## Syllabus

### Course description

<b>Course title</b>	<b>Management, Strategies and Leadership (modular)</b>
<b>Course code</b>	<b>27062</b>
<b>Scientific sector</b>	SECS-P/08 & SECS-P/10
<b>Degree</b>	LM63 – MASTER DEGREE PROGRAMME IN ECONOMICS AND MANAGEMENT OF THE PUBLIC SECTOR
<b>Semester and academic year</b>	2nd semester, ay 2018/2019
<b>Year</b>	1st year
<b>Credits</b>	6+6
<b>Modular</b>	yes

<b>Total lecturing hours</b>	36+36
<b>Total lab hours</b>	-
<b>Total exercise hours</b>	-
<b>Attendance</b>	Warmly suggested, but not required.
<b>Prerequisites</b>	No formal prerequisite is set; nevertheless, familiarity with topics covered by Introduction to Management is expected.
<b>Course page</b>	<a href="https://www.unibz.it/en/faculties/economics-management/master-public-sector/">https://www.unibz.it/en/faculties/economics-management/master-public-sector/</a>
<b>Specific educational objectives</b>	<p>The course belongs to the scientific area of Economics and Business Administration in the 'Master Degree in Economics and Management of the Public Sector'.</p> <p>The first module intends to enable students to understand the rise of managerialism in the public sector and to analyze specific organizational design, mechanisms and processes. Public management reforms in an international context will be also considered. The course addresses the contemporary challenges to administrative governance in the field of mid-term and long-term planning and steering and organizational design.</p> <p>The specific educational objectives of the second module are to acquire and master basic and advanced knowledge and competence on most important approaches, models, concepts, and analytical tools of Human Resource Management. Special emphasis is placed on the links between theory and practice.</p> <p>At the end of the course the students will be able to interpret, analyze, and discuss the main issues related to the management of human resources in organizations with a special focus on the public service.</p>

<b>Module 1</b>	<b>M-1 Strategic Management and Organizational Design in the Public Sector</b>
<b>Lecturer</b>	<b>Jacob Charles Barr</b> Office E 523 e-mail: <a href="mailto:jacobcharles.barr@unibz.it">jacobcharles.barr@unibz.it</a> phone: +39 3470989649 lecturer's page: <a href="https://www.unibz.it/it/faculties/economics-management/academic-staff/person/39984-jacob-charles-barr">https://www.unibz.it/it/faculties/economics-management/academic-staff/person/39984-jacob-charles-barr</a>
<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	See timetable
<b>Lecturing assistant</b>	None
<b>Teaching assistant</b>	None
<b>List of topics covered</b>	The course will cover the following topics: <ul style="list-style-type: none"> <li>▪ Origin of Strategic Management</li> <li>▪ Public Management versus Private Management</li> <li>▪ New Public Management</li> <li>▪ Organizational Design of the Public Sector and the Bureaucratic State</li> <li>▪ Strategic policy making</li> <li>▪ Strategic Management and Capacity Building</li> <li>▪ International approaches to Strategic Management</li> <li>▪ Public-Private Partnerships</li> </ul>
<b>Teaching format</b>	Student presentations, lectures, discussions, case studies
<b>Learning outcomes</b>	<p><b><u>M-1 Strategic Management in the Public Sector</u></b></p> <p>The purpose of this module is to enable students to understand the rise of managerialism in the public sector and to analyze organizational design, mechanisms and processes of the public sector. The course addresses the contemporary challenges to administrative governance in the field of mid-term and long-term planning and steering (strategic management) and organizational design.</p> <p><i>Knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>- understanding public management</li> <li>- understanding managerial theories and tools and their adaption to the public sector</li> </ul> <p><i>Applying knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>- evaluating and applying management theories and tools to the public sector</li> <li>- ability to decide which tier of government and what organizational form are appropriate for a specific public service</li> <li>- ability to organize the internal structures and processes of a public organization</li> <li>- applying methodologies of strategic management</li> </ul>

	<p><i>Making judgments:</i></p> <ul style="list-style-type: none"> <li>• making judgments on the appropriate approaches, models, processes and tools related to any aspect of public management</li> <li>• understanding the specificities of public management in the context of the public sector</li> </ul> <p><i>Communication skills:</i></p> <ul style="list-style-type: none"> <li>• developing your communication skills to present in a consistent and convincing way the main public management issues and challenges</li> </ul> <p>Learning skills:</p> <ul style="list-style-type: none"> <li>• developing the ability to establish links among relevant topics in an autonomous and independent way</li> <li>• developing the capacity of students to think, plan and act strategically in managing public sector organizations</li> </ul>
<b>Assessment</b>	<p>Students will take a written examination. Moreover, participating will present assigned articles each class, connecting them with the theme of the week. A more involved case study group work will culminate the course.</p> <p>The final mark of the module is an average of the parts M1 and M2; however, both parts must be passed.</p>
<b>Assessment language</b>	English
<b>Evaluation criteria and criteria for awarding marks</b>	<p>A) 50%: A written examination with essay questions;          B) 50%: In-class presentation of papers and articles provided during the course by groups composed of 2/3 people. The result of the written exam together with in-class presentations will be the basis for the final grade.</p> <p>The written exam will be different for students who do not take part in the presentations or case studies.</p>
<b>Required readings</b>	<p>- Strategic Management in the Public Sector. Paul Joyce, Routledge, 2015.          - Public Management and Administration (5th Edition). Owen E. Hughes, 2018.</p> <p>The required parts of the two books will be indicated during the course.          A list of required thematic articles will be divided and assigned during the first week and available on the course reserve.</p>
<b>Supplementary readings</b>	Will be available on the course reserve

<b>Module 2</b>	<b>M-2 Human Resource Management</b>
<b>Lecturer</b>	<b>Marjaana Gunkel</b> Office E 5.12 c e-mail: <a href="mailto:Marjaana.Gunkel@unibz.it">Marjaana.Gunkel@unibz.it</a> phone: 0471 013221 lecturer's page: <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35342-marjaana-gunkel">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35342-marjaana-gunkel</a>
<b>Scientific sector of the lecturer</b>	SECS P/10
<b>Teaching language</b>	German
<b>Office hours</b>	<a href="https://www.unibz.it/it/timetable/?department=26&amp;degree=12829%2C13012&amp;studyPlan=15315%2C16036">https://www.unibz.it/it/timetable/?department=26&amp;degree=12829%2C13012&amp;studyPlan=15315%2C16036</a>
<b>Lecturing assistant</b>	-
<b>Teaching assistant</b>	-
<b>Office hours</b>	18
<b>List of topics covered</b>	<p>Introduction to HRM; Recruitment; Selection; Motivation; Compensation; Training, learning, and development; Talent management; International HRM</p> <p>All topics are handled with a special focus on public sector. The students of the course work on case studies in order to better understand the practice relevance of the topics.</p>
<b>Teaching format</b>	The course is based on both theoretical lectures and the discussion of case studies. An active participation of the students in classroom discussion is required. The students are expected to read and follow the schedule in the detailed course syllabus, to study the lecture materials, and to seek and read additional resources related to the case studies.
<b>Learning outcomes</b>	<p><b><u>M-2 Human Resource Management</u></b></p> <p>This course examines how to manage human resources effectively in a dynamic legal, social, political, technological and economic environment constraining organizations, with a focus on the public sector. The course employs a continuative strategic thinking exercise in analyzing the models, concepts and tools of human resource management (HRM) in contemporary society.</p> <p>The purpose of this course is to enable students to understand the main theories, tools, concepts, and challenges of human resource management, especially at the public sector. The case study work performed during the courses enables the students to relate theory to practice as well as understand how human resource management may contribute to the strategic management of an organization.</p>

	<p><i>Knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>• understanding contemporary issues and challenges of Human Resource Management (HRM) in a wider context;</li> <li>• understanding the main elements of the HRM function (e.g. – recruitment, selection, training and development, etc.) and their relevance to the strategic management of an organization.</li> </ul> <p><i>Applying knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>• being able to discuss HR strategies, which organizations may adopt with the objective of making full use their human resources;</li> <li>• developing the ability to analyze and critically evaluate HRM policies and practices</li> <li>• integrating HRM with the overall organizational strategy.</li> </ul> <p><i>Making judgments:</i></p> <ul style="list-style-type: none"> <li>• making judgments on the appropriate approaches, models, processes, and tools related to various aspect of HRM;</li> <li>• understanding the specificities of HRM in the context of public sector.</li> </ul> <p><i>Communication skills:</i></p> <ul style="list-style-type: none"> <li>• developing communication skills for presenting the main HRM issues and challenges in a consistent and convincing way.</li> </ul> <p>Learning skills:</p> <ul style="list-style-type: none"> <li>• developing the ability to establish links among relevant topics independently;</li> <li>• developing the capacity of thinking, planning, and acting strategically when managing the human resources of an organization.</li> </ul>
<b>Assessment</b>	Written exam with essay questions and case study analysis with oral presentation (team work)
<b>Assessment language</b>	German
<b>Evaluation criteria and criteria for awarding marks</b>	<p>A) 70%: A written examination with essay questions;</p> <p>B) 30%: Case study analysis. Students are provided case studies to work on. The case study solutions are submitted in a form of a PowerPoint presentation. Each team will hold an oral case study solution presentation at least once during the semester.</p> <p>For students who do not attend the course, the final exam will be the sole basis for the mark</p>
<b>Required readings</b>	<p><b><u>M-2 Human Resource Management</u></b></p> <p>Teaching materials provided by the instructor.</p>

<b>Supplementary readings</b>	<b>M-2 Human Resource Management</b> Holtbrügge, D. (2012), Personalmanagement, 5. Auflage, SpringerGabler. Gourmelon, A., Seidel, S., & Treier, M. (2014), Personalmanagement im öffentlichen Sektor: Grundlagen und Herausforderungen, Rehm.
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### Beschreibung der Lehrveranstaltung

<b>Titel der Lehrveranstaltung</b>	<b>Management, Strategie und Leadership</b> <b>M1 (Englisch) M2 (Deutsch)</b>
<b>Code der Lehrveranstaltung</b>	<b>27062</b>
<b>Wissenschaftlich-disziplinärer Bereich der Lehrveranstaltung</b>	SECS-P/08 und SECS-P/10
<b>Studiengang</b>	LM-63 Master in Ökonomie und Management des Öffentlichen Sektors
<b>Semester und akademisches Jahr</b>	2. Semester 2017/2018
<b>Studienjahr</b>	1. Jahr
<b>Kreditpunkte</b>	6+6
<b>Modular</b>	Ja
<b>Gesamtanzahl der Vorlesungsstunden</b>	36+36
<b>Gesamtzahl der Laboratoriumsstunden</b>	-
<b>Gesamtzahl der Übungsstunden</b>	-
<b>Anwesenheit</b>	Die Teilnahme wird wärmstens empfohlen, aber sie ist nicht Pflicht.
<b>Voraussetzungen</b>	Keine Voraussetzungen, aber der Besuch der Lehrveranstaltung/en „Introduction to Management“ wird empfohlen, um die Vorlesungen erfolgreich zu besuchen.
<b>Link zur Lehrveranstaltung</b>	<a href="https://www.unibz.it/de/faculties/economics-management/master-public-sector/">https://www.unibz.it/de/faculties/economics-management/master-public-sector/</a>
<b>Spezifische Bildungsziele</b>	Die Lehrveranstaltung gehört zum Fachbereich Ökonomie/ Betriebswirtschaftslehre im Master in Ökonomie und Management des öffentlichen Sektors. Das erste Modul zeigt den Studierenden auf, wie sich das betriebswirtschaftliche Denken und Handeln im öffentlichen Sektor verbreitet hat und welche Managementreformen in den vergangenen Jahren international implementiert wurden. Das Modul thematisiert die Herausforderungen, welche sich bei der mittel- und langfristigen Planung und Steuerung des Staates (strategisches Management) sowie der organisationalen Gestaltung stellen. Die spezifischen Lernziele des zweiten Moduls sind der Erwerb und das Bewältigen von grundlegenden und weiterführenden Wissen und Kompetenzen

	<p>der wichtigsten Ansätze, Modelle, Konzepte und analytischen Methoden des Personalmanagements.</p> <p>Der Zusammenhang zwischen Theorie und Praxis ist einer der Schwerpunkte des Kurses.</p> <p>Am Ende des Kurses sind die Studierenden in der Lage, personalrelevante Themen der Organisation, insbesondere des öffentlichen Sektors, zu interpretieren, zu analysieren und zu diskutieren.</p>
<b>Module 1</b>	<b>M-1 Strategic Management and Organizational Design in the Public Sector</b>
<b>Lecturer</b>	<p>Jacob Charles Barr</p> <p>Office E 523</p> <p>e-mail: <a href="mailto:jacobcharles.barr@unibz.it">jacobcharles.barr@unibz.it</a></p> <p>phone: +39 3470989649</p> <p>lecturer's page: <a href="https://www.unibz.it/it/faculties/economics-management/academi">https://www.unibz.it/it/faculties/economics-management/academi</a></p>
<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	<a href="https://www.unibz.it/it/timetable/?searchByKeywords=elisa+villani&amp;department">https://www.unibz.it/it/timetable/?searchByKeywords=elisa+villani&amp;department</a>
<b>Lecturing assistant</b>	None
<b>Teaching assistant</b>	None
<b>List of topics covered</b>	<p>The course will cover the following topics:</p> <ul style="list-style-type: none"> <li>▪ Origin of Strategic Management</li> <li>▪ Public Management versus Private Management</li> <li>▪ New Public Management</li> <li>▪ Organizational Design of the Public Sector and the Bureaucratic State</li> <li>▪ Strategic policy making</li> <li>▪ Strategic Management and Capacity Building</li> <li>▪ International approaches to Strategic Management</li> <li>▪ Public-Private Partnerships</li> </ul>
<b>Teaching format</b>	Student presentations, lectures, discussions, group work case studies
<b>Learning outcomes</b>	<p><b><u>M-1 Strategic Management in the Public Sector</u></b></p> <p>The purpose of this module is to enable students to understand the rise of managerialism in the public sector and to analyze organizational design, mechanisms and processes of the public sector. The course addresses the contemporary challenges to administrative governance in the field of mid-term and long-term planning and steering (strategic management) and organizational design.</p> <p><i>Knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>- understanding public management</li> <li>- understanding managerial theories and tools and their adaption to the public sector</li> </ul> <p><i>Applying knowledge and understanding:</i></p> <ul style="list-style-type: none"> <li>- evaluating and applying management theories and tools to the public sector</li> </ul>

	<ul style="list-style-type: none"> <li>- ability to decide which tier of government and what organizational form are appropriate for a specific public service</li> <li>- ability to organize the internal structures and processes of a public organization</li> <li>- applying methodologies of strategic management</li> </ul> <p><i>Making judgments:</i></p> <ul style="list-style-type: none"> <li>• making judgments on the appropriate approaches, models, processes and tools related to any aspect of public management</li> <li>• understanding the specificities of public management in the context of the public sector</li> </ul> <p><i>Communication skills:</i></p> <ul style="list-style-type: none"> <li>• developing your communication skills to present in a consistent and convincing way the main public management issues and challenges</li> </ul> <p>Learning skills:</p> <ul style="list-style-type: none"> <li>• developing the ability to establish links among relevant topics in an autonomous and independent way</li> <li>• developing the capacity of students to think, plan and act strategically in managing public sector organizations</li> </ul>
<b>Assessment</b>	<p>Students will take a written examination and will be asked to present some papers in class. Both will be taken into account for final evaluation.</p> <p>The final mark of the module is an average of the parts M1 and M2; however, both parts must be passed.</p>
<b>Assessment language</b>	English
<b>Evaluation criteria and criteria for awarding marks</b>	<p>This is a senior course and as such students are expected to have advanced analytical and writing skills.</p> <p>The result of the written exam together with in-class presentations will be the basis for the final grade.</p>
<b>Required readings</b>	<p>Strategic Management in the Public Sector. Paul Joyce, Routledge, 2015</p> <p>Additional teaching material provided by the instructor and uploaded to the Reserve Collection.</p>
<b>Supplementary readings</b>	--

<b>Modul 2</b>	<b>M-2 Personalmanagement</b>
<b>Dozent</b>	<p>Marjaana Gunkel  Office E 5.12 c  e-mail: <a href="mailto:Marjaana.Gunkel@unibz.it">Marjaana.Gunkel@unibz.it</a>  Tel.: 0471 013221  Webseite der Dozentin:  <a href="https://www.unibz.it/de/faculties/economics-management/academic-staff/person/35342-marjaana-gunkel">https://www.unibz.it/de/faculties/economics-management/academic-staff/person/35342-marjaana-gunkel</a></p>



<b>Wissenschaftlich disziplinärer Bereich des Dozenten</b>	SECS P/10
<b>Unterrichtssprache</b>	Deutsch
<b>Sprechzeiten</b>	<a href="https://www.unibz.it/it/timetable/?department=26&amp;degree=12829">https://www.unibz.it/it/timetable/?department=26&amp;degree=12829</a>
<b>Beauftragter für Übungsstunden</b>	-
<b>Didaktischer Mitarbeiter</b>	-
<b>Sprechstunden</b>	18
<b>Auflistung der behandelten Themen</b>	<p>Einführung in das Personalmanagement; Personalbeschaffung und -auswahl; Motivation; Vergütung; Personalentwicklung; Talent Management; Internationales Personalmanagement.</p> <p>Alle Themen werden in Hinblick auf den öffentlichen Sektor behandelt. Die Studierenden arbeiten an Fallstudien, um eine Praxisrelevanz der behandelten Themengebiete herzustellen.</p>
<b>Unterrichtsform</b>	Der Kurs beinhaltet Theorievorlesungen und Fallstudien-diskussionen. Eine aktive Teilnahme am Unterrichtsgeschehen ist erforderlich. Es wird erwartet, dass die Studierenden dem detaillierten Lehrplan folgen, die Unterrichtsmaterialien lernen und zusätzliche Informationen in Bezug auf die Fallstudien suchen und lesen.
<b>Erwartete Lernergebnisse</b>	<p><b><u>M-2 Personalmanagement</u></b></p> <p>Die Lehrveranstaltung untersucht wie Personal in einem dynamischen, rechtlichen-, sozialen-, politischen-, technologischen-, und ökonomischen Rahmenbedingungen effizient geführt wird.</p> <p>Die Studierenden üben strategisches Denken beim analysieren von Modellen, Konzepten und Werkzeugen des Personalmanagements.</p> <p>Ziel des Kurses ist es, den Studierenden Verständnis über grundlegende Theorien, Praktiken, Konzepte und Herausforderungen des Personalmanagements, besonders im öffentlichen Sektor zu vermitteln.</p> <p>Die, in den Kurs eingebettete, Fallstudienarbeit stellt einen Praxisbezug her und ermöglicht den Studierenden zu verstehen, wie Personalmanagement im strategischen Management des Unternehmens einen Beitrag leistet.</p> <p>Wissen und Verstehen</p> <ul style="list-style-type: none"> <li>• Verständnis über gegenwärtige Aspekte und Herausforderungen des Personalmanagements im weitesten Sinne;</li> <li>• Verständnis über die Hauptfunktionsfelder des Personalmanagements (z.B. Personalbeschaffung und -auswahl, Personalentwicklung, usw.) und dem</li> </ul>

	<p>Bezug auf das strategische Management einer Organisation.</p> <p>Anwenden von Wissen und Verstehen</p> <ul style="list-style-type: none"> <li>• In der Lage sein, Personalstrategien zu diskutieren welche Organisationen anwenden um Personal effizient einzusetzen;</li> <li>• Entwicklung der Fähigkeit, Personalpolitik und -praktiken zu analysieren und kritisch zu bewerten;</li> <li>• Personalmanagement in die Organisationsstrategie integrieren können.</li> </ul> <p>Urteilen</p> <ul style="list-style-type: none"> <li>• Beurteilen von passenden Personalmanagementpraktiken, -modellen und -prozessen;</li> <li>• Verständnis über die Besonderheiten des Personalmanagements im öffentlichen Sektor.</li> </ul> <p>Kommunikation</p> <ul style="list-style-type: none"> <li>• Entwicklung von Kommunikationsfähigkeiten um die grundlegenden Personalmanagementaspekte und -herausforderungen überzeugend vortragen zu können.</li> </ul> <p>Lernstrategien</p> <ul style="list-style-type: none"> <li>• Entwicklung der Fähigkeit Zusammenhänge zwischen verwandten Themen selbständig herzustellen;</li> <li>• Entwicklung der Fähigkeit für strategisches Denken, - Planen und - Verhalten in Bezug auf Personalmanagement</li> </ul>
<b>Art der Prüfung</b>	<p><b><u>M-2 Personalmanagement</u></b> Schriftliche Prüfung mit Essayantworten und Fallstudienanalyse mit mündlichen Vorträgen (Teamarbeit)</p>
<b>Prüfungssprache</b>	Deutsch
<b>Bewertungskriterien und Kriterien für die Notenermittlung</b>	<p><b><u>M-2 Personalmanagement</u></b> A) 70%: schriftliche Prüfung mit Essayantworten B) 30%: Fallstudienanalyse. Die Studierenden bekommen Fallstudien zur Bearbeitung. Die Lösungen werden als PowerPoint Präsentation eingereicht. Jedes Team wird mindestens einen mündlichen Lösungsvortrag während des Semesters halten.</p>
<b>Pfichtliteratur</b>	<p><b><u>M-2 Personalmanagement</u></b> Vom Dozenten bereitgestellte Unterrichtsmaterialien</p>
<b>Weiterführende Literatur</b>	<p><b><u>M-2 Personalmanagement</u></b> Holtbrügge, D. (2012), Personalmanagement, 5. Auflage, SpringerGabler.</p>

Gourmelon, A., Seidel, S., & Treier, M. (2014), Personalmanagement im öffentlichen Sektor: Grundlagen und Herausforderungen, Rehm.